



NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER

Tuesday, January 23, 2024, at 5:00 p.m. MST

The Board Room (direct access – northeast entrance)
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The public may attend in person or via Teams.

Join on the web: <https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting?rtc=1>

Meeting ID: 211 697 380 209

Passcode: 72rBqf

AGENDA

1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD

- a) Confirmation of quorum
- b) Board Director self-disclosure of actual, potential, or perceived conflicts of interest
- c) Approval of the Agenda (and changes, if any)

2) **PUBLIC COMMENT** This is an opportunity for the public to make comments and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Laura DePiazza, prior to the start of the meeting. All public comments shall be limited to matters under the jurisdiction of the Board and shall be expressly limited to three (3) minutes per person. The Board is not required to respond to or discuss public comments. No action will be taken at this meeting on public comments.

3) ~~PRESENTATIONS~~

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) ~~Chair Report~~ _____ ~~Chair Kate Alfred~~
 - ii) CEO Report _____ Dr. Rhonda Webb
 - iii) ~~Executive Committee~~ _____ ~~Chair Alfred and Vice Chair Rose~~
 - iv) ~~Foundation Board~~ _____ ~~Dir. Parada, Dir. Taylor, and CEO Webb~~
 - v) ~~Facilities Committee~~ _____ ~~Chair Alfred and COO Mundt~~
 - vi) Strategic Planning Committee _____ Vice Chair Rose, Dir. Cox, and CEO Webb
 - vii) [Finance Committee Report](#) _____ Treas.-Sec. Zeigler, Dir. Floyd, and CFO Keplinger
 - (a) [December 2023 Financials](#)
- b) **Written Reports** (*no oral report unless the Board has questions*)
 - i) [Medical Staff Report](#) _____ Chief of Staff, Dr. Corinne Reed

PSMC's Mission: To provide quality, compassionate healthcare and wellness for each person we serve.

5) DECISION AGENDA

- a) Consideration of [Resolution 2024-01](#) regarding approval of typo corrections in Board policies.
- b) Consideration of [Resolution 2024-02](#) regarding approval of the [2024-2028 Strategic Plan](#).

6) CONSENT AGENDA (The Consent Agenda is intended to allow Board approval, by a single motion, of matters that are considered routine. There will be no separate discussion of Consent Agenda matters unless requested.)

- a) Approval of Board Member absences:
 - i) Regular meeting of 01/23/2024
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular meeting of 12/19/2023](#)
 - ii) [Special meeting of 01/08/2024](#)
- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.
- d) Board Meetings for 2024: [Establish 2024 notice-posting-locations](#) and the Board's regular meeting schedule for 2024.

7) ANNUAL BUSINESS AND ELECTION YEAR BUSINESS

- a) Board members to complete and return their [annual disclosures for conflicts of interest and gift policy and disclosure form](#).
- b) *Information Only:* [Copy of the Transparency Notice](#) that was filed with DOLA on 01/17/2024.

8) EXECUTIVE SESSION

The Board reserves the right to meet in executive session for any purpose allowed and topic announced at open session of the meeting, in accordance with C.R.S. Section 24-6-402(4).

9) OTHER BUSINESS

Generally, this agenda item is limited to requests for a matter to be added to a future agenda of the Board or a Committee.

10) ADJOURN

Next Meeting: Tuesday, February 27, 2024, at 5:00 p.m. MT

**Finance Committee & CFO Report for the
USJHSD Board Meeting on January 23, 2024**

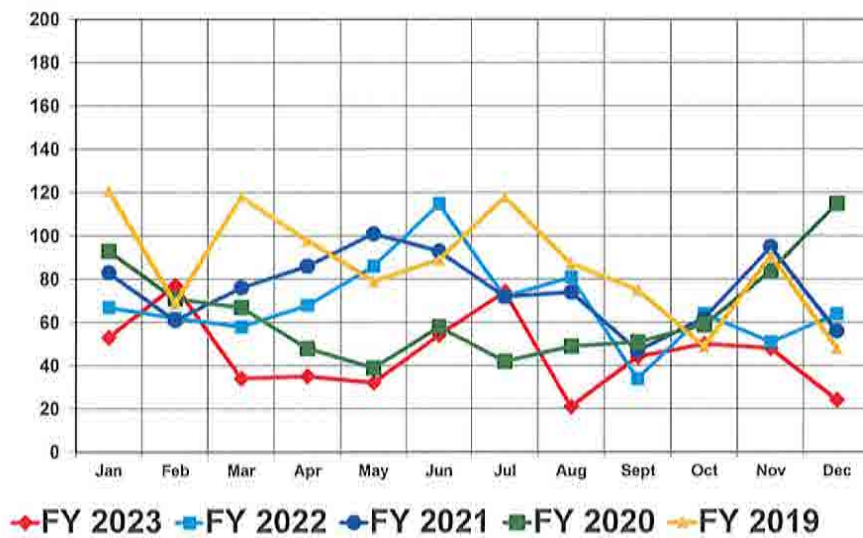
The Board's Finance Committee met on January 16, 2024. The report below provides an overview of the December financials and any comments or questions made by members of the Finance Committee.

- 1) **Unaudited Year-End:** 2023 was a good, solid year for PSMC with unaudited total net revenue of \$1,210,874.
- 2) **December Financials:**
 - a) **Bottom line and Income Statement:**
 - i) For December, we had a negative bottom line of -\$285,763.
 - ii) Discussion of specific line items on the Income Statement:
 - (1) Line 23: Bad debt in December was very high – almost a half million. This is based upon the aging of our accounts receivable; in addition, the Colorado Hospital Discounted Care program results in additional bad debt on our books and for a longer period of time.
 - (2) Lines 34: PSMC benefit expense was up due to some higher health insurance claims by employees.
 - (3) Line 35: PSMC still has to use contract labor for some clinical roles and as a result, contract labor expenses were almost twice budget.
 - b) **Accounts Receivable:** Accounts Receivable is at 52 days.
 - c) **Cash on hand:** Cash decreased to 120.5 days of cash on hand and the two main reasons are: (1) December is generally a poor month for cash collections ; and (2) PSMC pays significant long-term debt payments in December (in excess of one million).
 - d) **Balance Sheet:**
 - i) Asset: Bond funds for 2016 and 2021 both decreased due to PSMC paying long-term debt payments on the bonds (2016 interest only and 2021 principal and interest).
 - ii) PSMC's auditor wants PSMC to book in 2023 the 2024 mill levy revenue – this is booked as an accounts receivable asset and a corresponding deferred revenue liability.
 - iii) We booked an additional \$200,000 in cost report settlement reserve (currently cost reports that are open and not settled are: Medicare 2018-present; and Medicaid 2017-present).
- 3) **Comments of Finance Committee:**
 - a) No objections to the December financials.

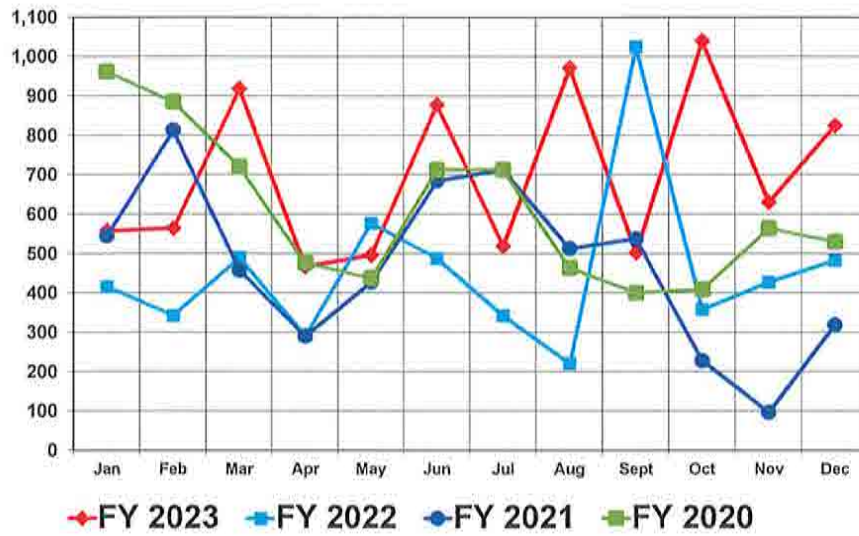


**FINANCIAL PRESENTATION
YTD DECEMBER 2023
DRAFT**

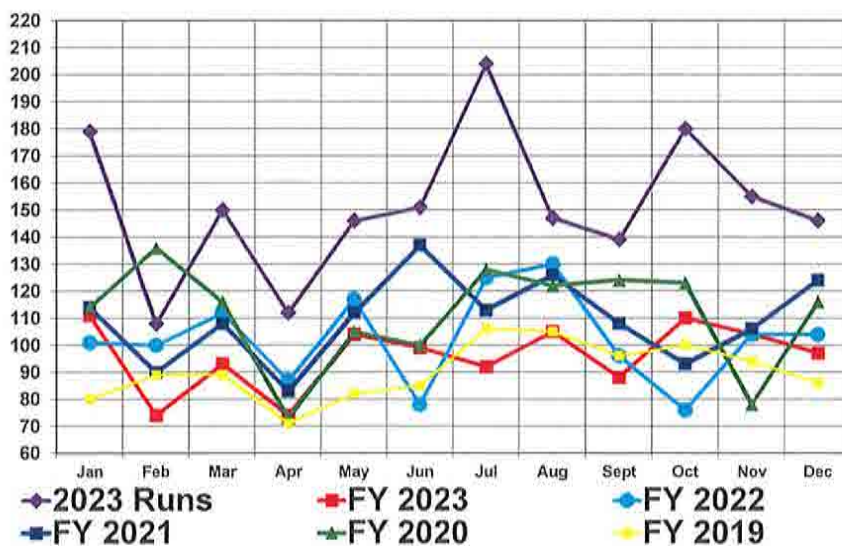
PATIENT DAYS

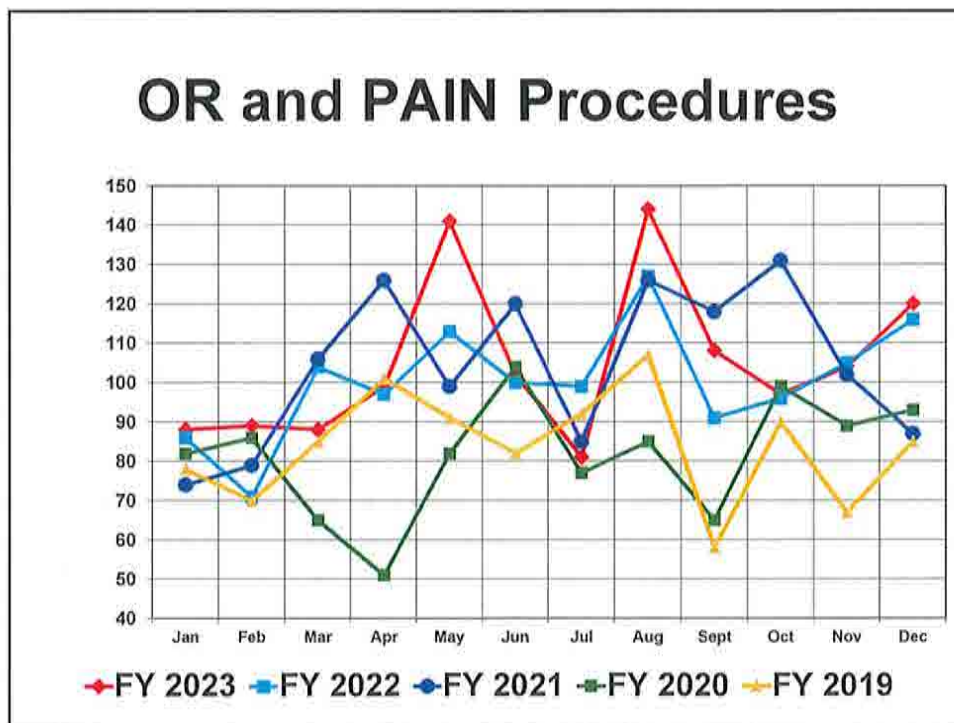
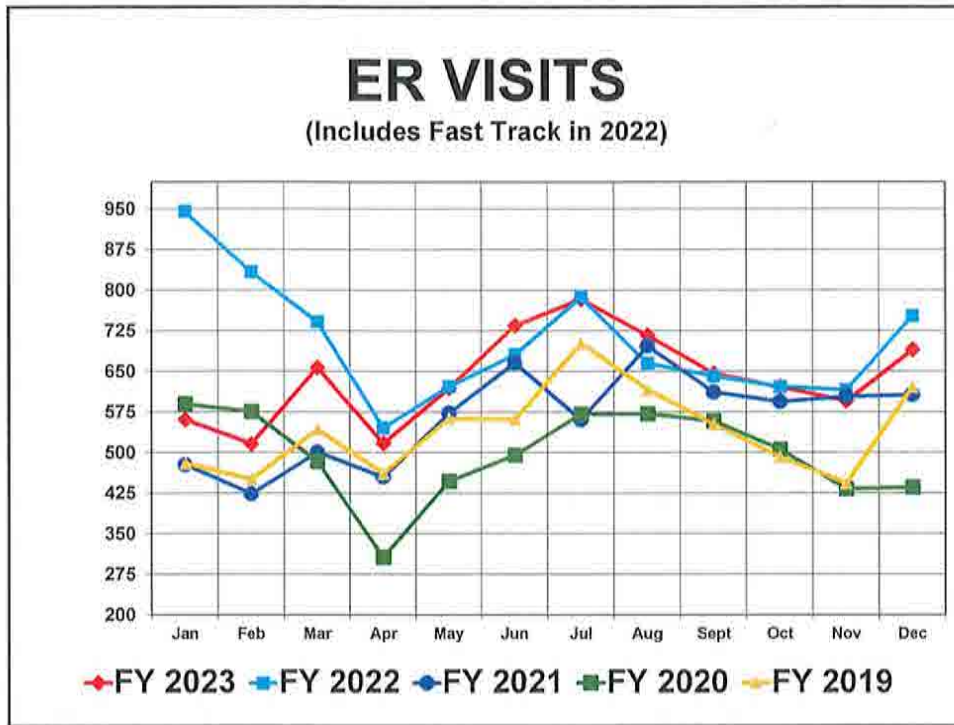


OBSERVATION HOURS

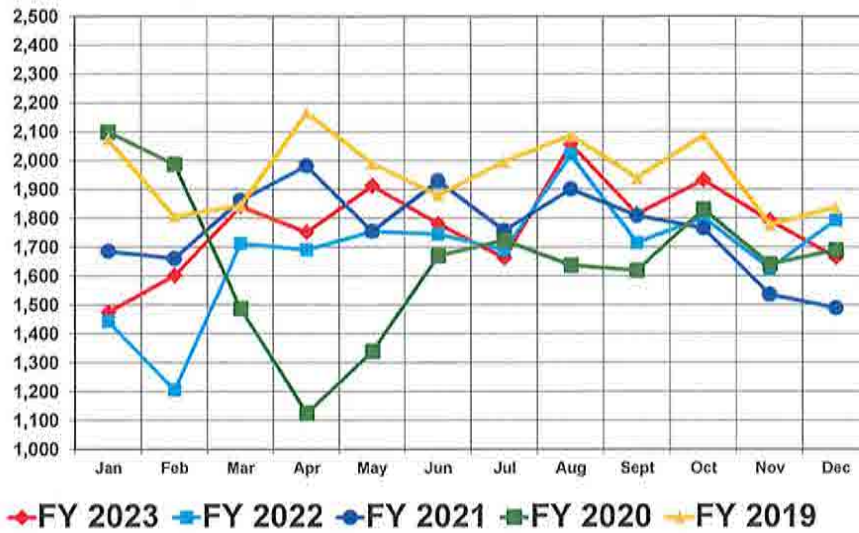


BILLABLE EMS RUNS

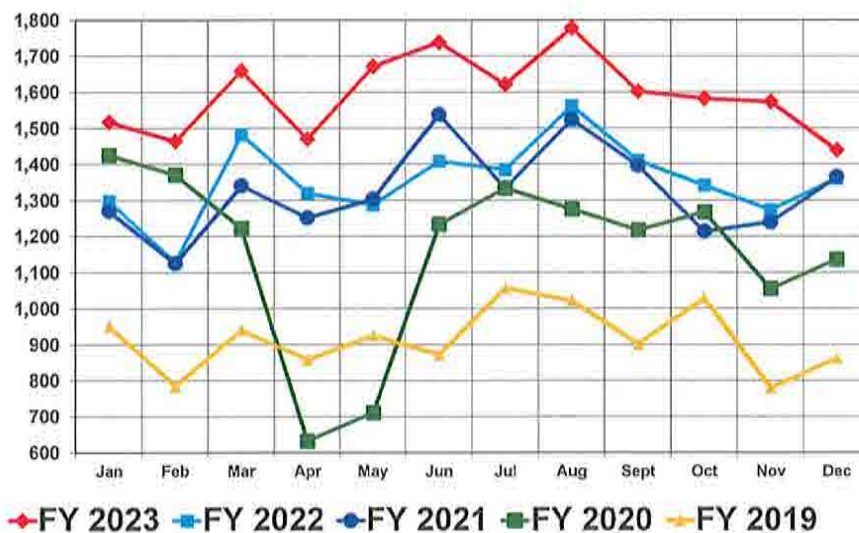


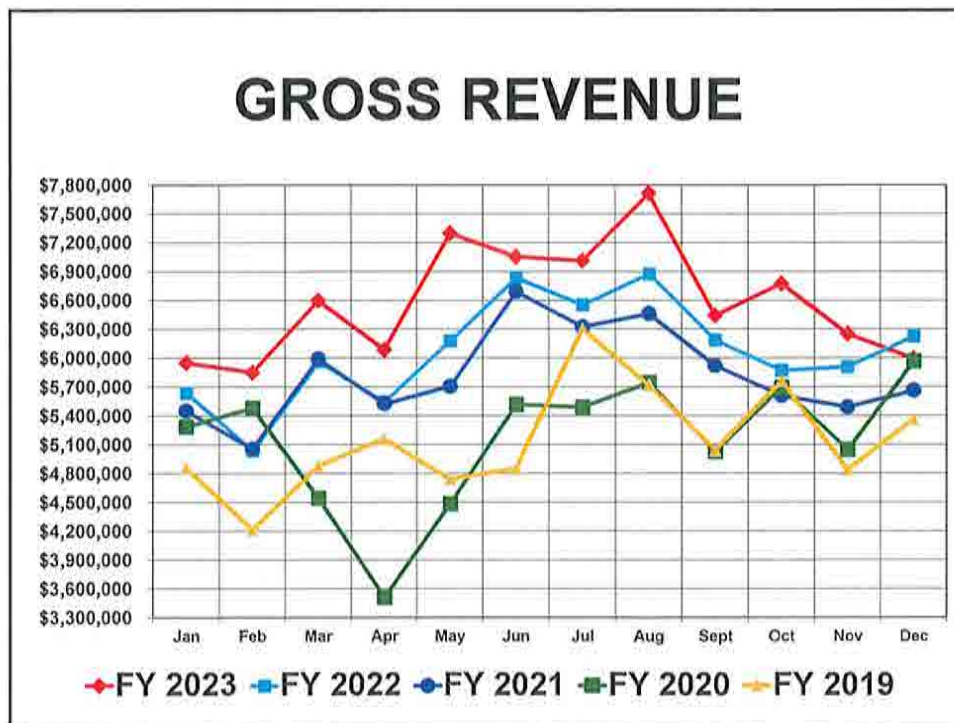
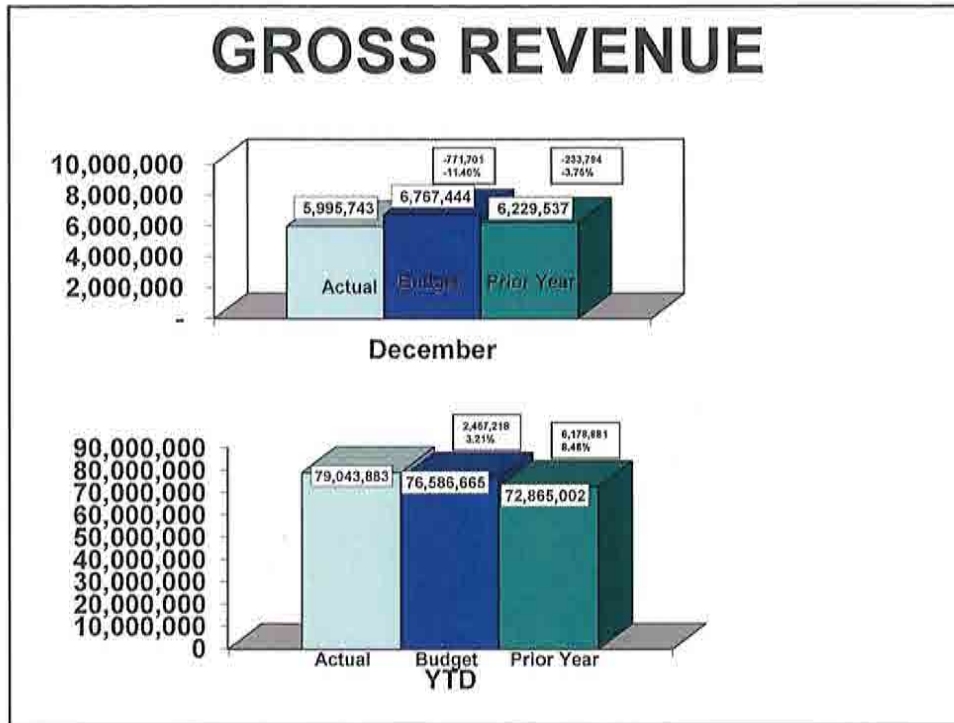


RURAL HEALTH CLINIC VISITS

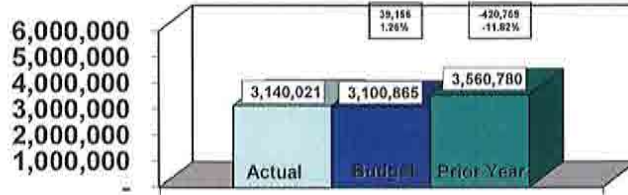


RADIOLOGY EXAMS

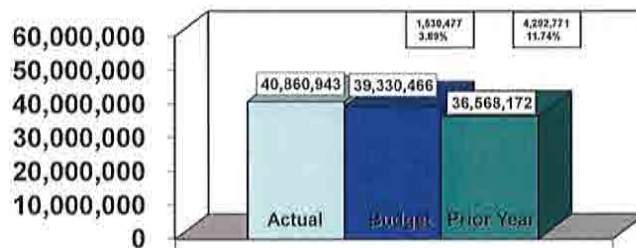




NET PATIENT REVENUE

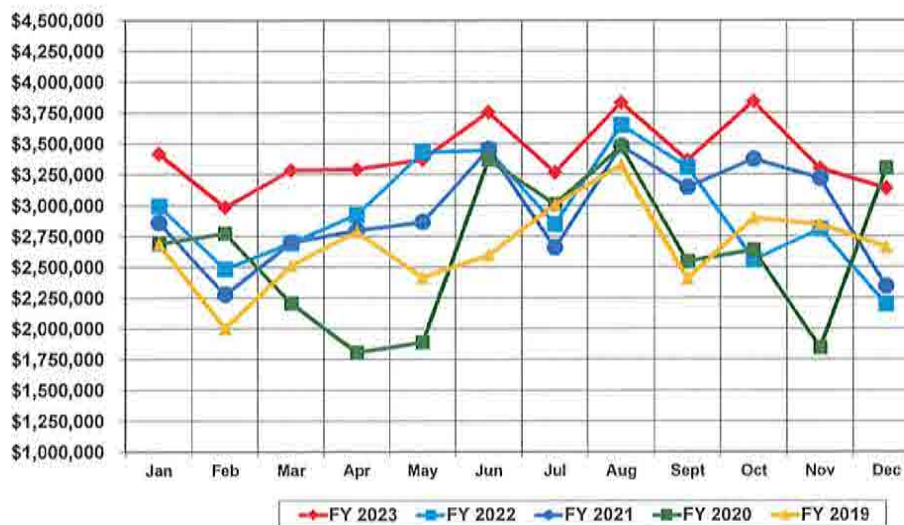


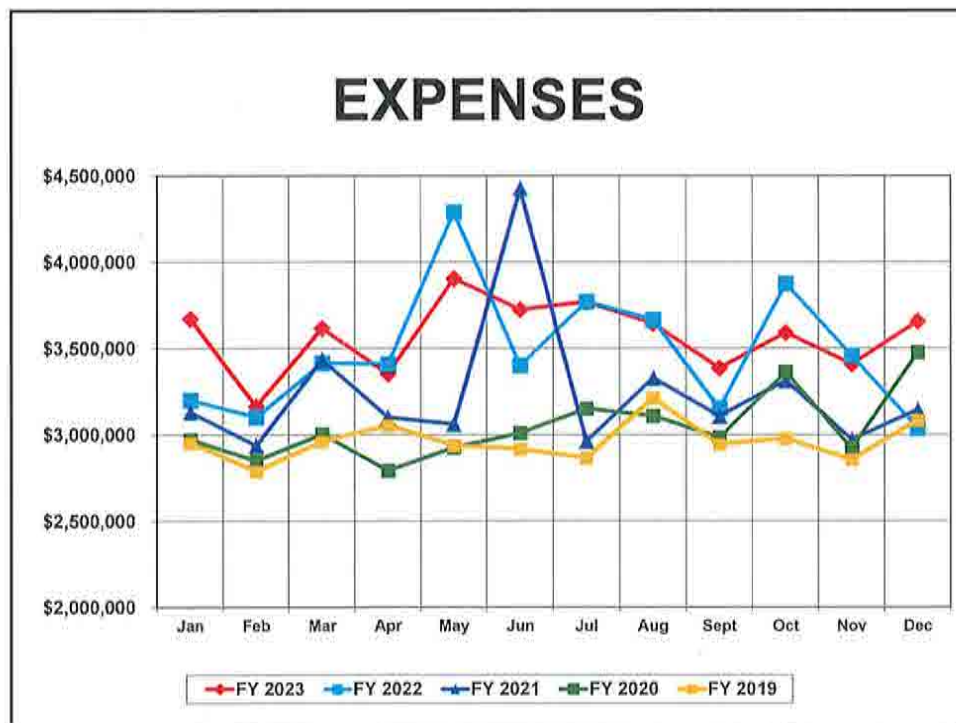
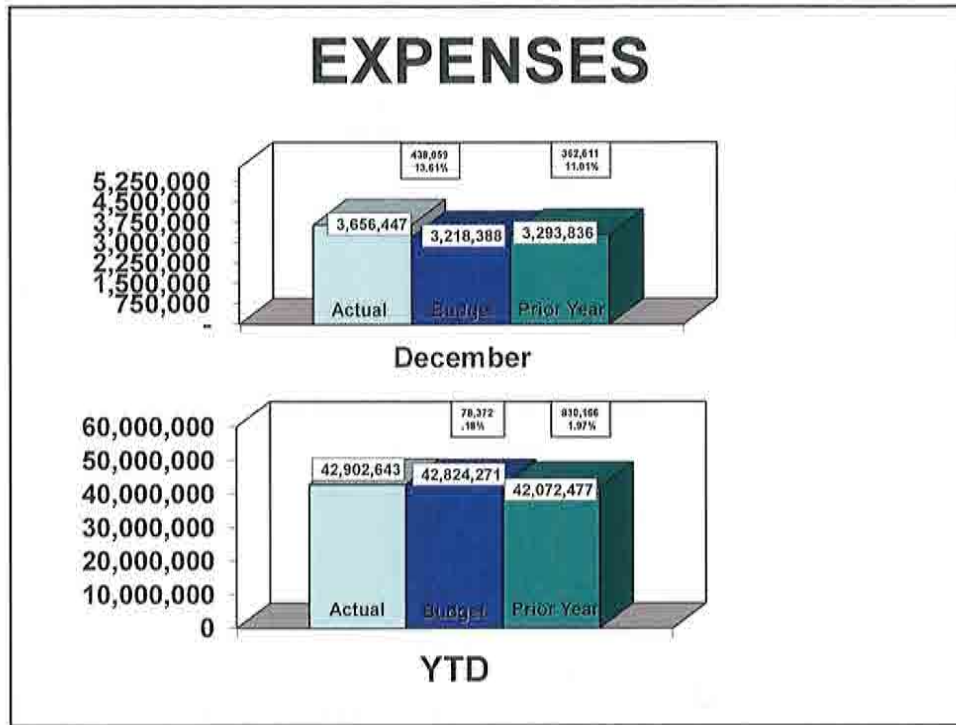
December



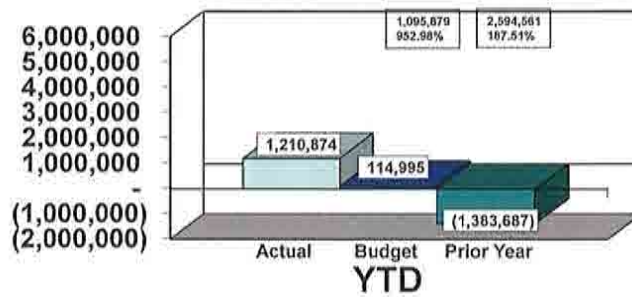
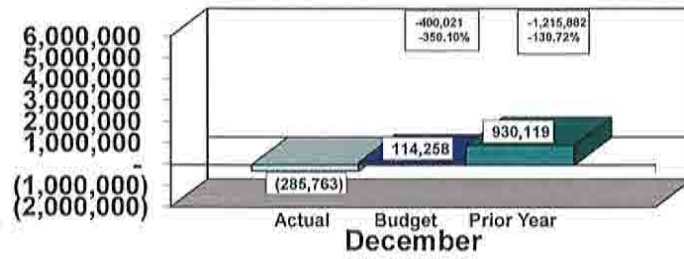
YTD

NET PATIENT REVENUE

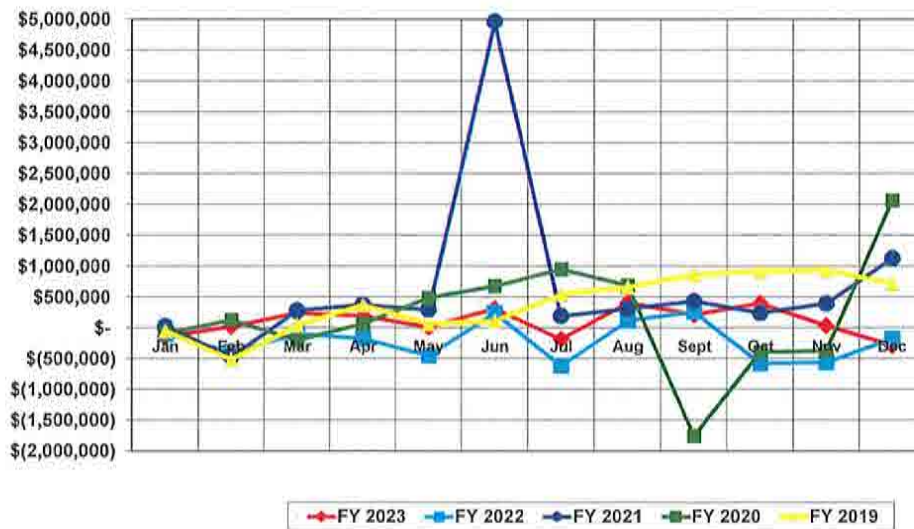




NET INCOME



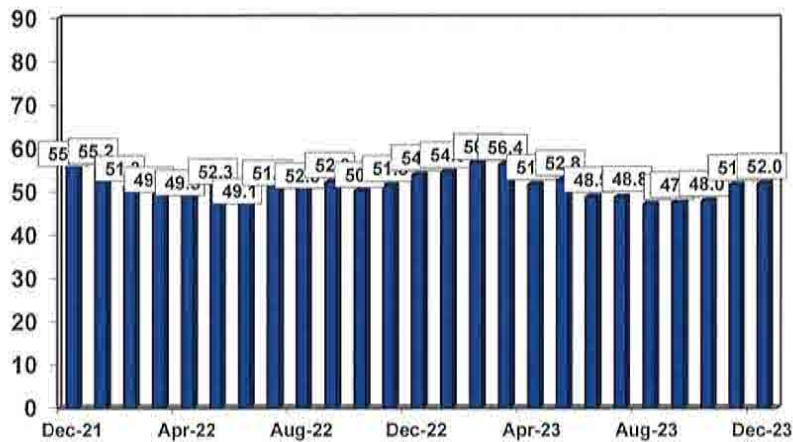
NET INCOME BY MONTH



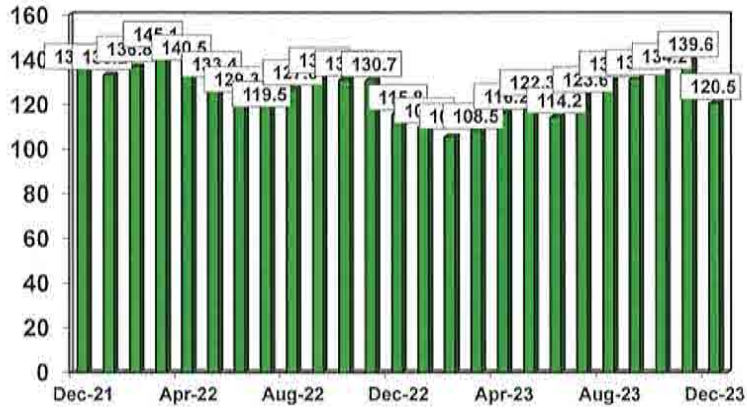
Summary of Financials

	November	December
Gross Revenue	6,351,720	5,995,743
Net Revenue	3,300,603	3,140,021
Expenses	3,409,954	3,656,447
Grants, Misc and Tax Revenue	143,217	230,863
Grants and Misc	128,355	162,322
Tax Revenue	14,862	68,341
Net Income	33,866	(285,763)

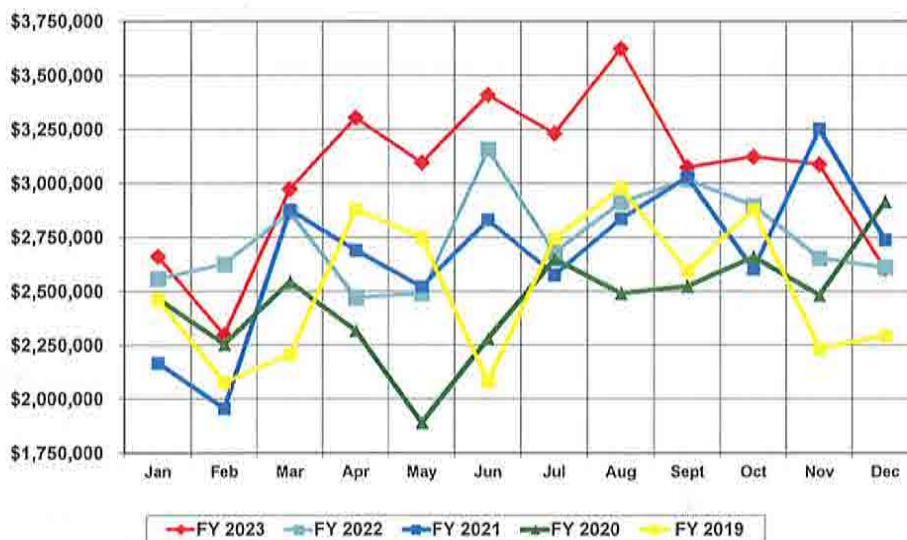
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Income Statement - - - December 31, 2023 (DRAFT)

	Current Month				Year-to-Date			
	2023	Budget	Difference	Variance	2023	Budget	Difference	Variance
Revenue								
7 Total In-patient Revenue	61,008	495,725	(434,717)	-88%	2,831,537	6,196,558	(3,365,021)	-54%
17 Total Out-patient Revenue	5,429,135	5,764,595	(335,460)	-6%	69,715,352	64,051,049	5,664,303	9%
18 Professional Fees	505,600	507,124	(1,524)	0%	6,496,994	6,339,058	157,936	2%
19 Total Patient Revenue	5,995,743	6,767,444	(771,701)	-11%	79,043,883	76,586,665	2,457,218	3%
Revenue Deductions & Bad Debt								
21 Contractual Allowances	2,647,492	3,943,534	(1,296,042)	-33%	39,062,347	39,435,342	(372,995)	-1%
22 Charity	19,639	-	19,639		295,833	-	295,833	
23 Bad Debt	477,062	53,714	423,348	788%	3,215,315	1,790,467	1,424,848	80%
24 Provider Fee & Other	(288,471)	(330,669)	42,198	-13%	(4,390,555)	(3,969,610)	(420,945)	11%
25 Total Revenue Deductions & Bad Debt	2,855,722	3,666,579	(810,857)	-22%	38,182,940	37,256,199	926,741	2%
26 Total Net Patient Revenue	3,140,021	3,100,865	39,156	1%	40,860,943	39,330,466	1,530,477	4%
27 Grants	-	25,383	(25,383)	-100%	131,346	277,593	(146,247)	-53%
28 HHS Stimulus Other Revenue	-	-	-		-	-	-	
29 COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30 Other Operating Income - Misc	100,304	146,474	(46,170)	-32%	869,429	1,620,130	(750,701)	-46%
31 Total Net Revenues	3,240,325	3,272,722	(32,397)	-1%	41,861,718	41,228,189	633,529	2%
Operating Expenses								
33 Salary & Wages	1,753,444	1,539,106	214,338	14%	20,664,077	22,044,500	(1,380,423)	-6%
34 Benefits	475,577	305,540	170,037	56%	3,751,096	3,403,446	347,650	10%
35 Professional Fees/Contract Labor	152,983	77,738	75,245	97%	2,057,854	1,230,403	827,451	67%
36 Purchased Services	171,267	191,663	(20,396)	-11%	2,247,174	2,372,621	(125,447)	-5%
37 Supplies	493,691	595,636	(101,945)	-17%	7,394,600	7,467,720	(73,120)	-1%
38 Rent & Leases	11,303	17,914	(6,611)	-37%	146,380	216,056	(69,676)	-32%
39 Repairs & Maintenance	61,004	42,477	18,527	44%	585,560	535,693	49,867	9%
40 Utilities	33,083	42,196	(9,113)	-22%	513,515	522,970	(9,455)	-2%
41 Insurance	39,556	37,656	1,900	5%	476,946	451,868	25,078	6%
42 Depreciation & Amortization	179,812	146,553	33,259	23%	2,169,268	1,838,000	331,268	18%
43 Interest	82,865	81,553	1,312	2%	1,018,290	969,303	48,987	5%
44 Other	201,862	140,356	61,506	44%	1,877,883	1,771,691	106,192	6%
45 Total Operating Expenses	3,656,447	3,218,388	438,059	14%	42,902,643	42,824,271	78,372	0%
46 Operating Revenue Less Expenses	(416,122)	54,334	(470,456)	-866%	(1,040,925)	(1,596,082)	555,157	-35%
Non-Operating Income								
48 Interest Income	62,018	945	61,073	6463%	612,860	56,603	556,257	983%
49 Tax Revenue	68,341	58,979	9,362	16%	1,638,939	1,474,474	164,465	11%
50 Donations	-	-	-		-	180,000	(180,000)	-100%
51 Total Non-Operating Income	130,359	59,924	70,435	118%	2,251,799	1,711,077	540,722	32%
52 Total Revenue Less Total Expenses	\$ (285,763)	\$ 114,258	\$ (400,021)	-350%	\$ 1,210,874	\$ 114,995	\$ 1,095,879	953%

Income Statement Comparison --- December 31, 2023 DRAFT

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	2023	Current Month		Variance	2023	Year-to-Date		Variance
		2022	Difference			2022	Difference	
Revenue								
7 Total In-patient Revenue	61,008	399,778	(338,770)	-85%	2,831,537	5,112,198	(2,280,661)	-45%
17 Total Out-patient Revenue	5,429,135	5,294,140	134,995	3%	69,715,352	61,602,889	8,112,463	13%
18 Professional Fees	505,600	535,619	(30,019)	-6%	6,496,994	6,149,915	347,079	6%
19 Total Patient Revenue	5,995,743	6,229,537	(233,794)	-4%	79,043,883	72,865,002	6,178,881	8%
Revenue Deductions & Bad Debt								
21 Contractual Allowances	2,647,492	3,647,464	(999,972)	-27%	39,062,347	37,976,116	1,086,231	3%
22 Charity	19,639	13,972	5,667	41%	295,833	438,363	(142,530)	-33%
23 Bad Debt	477,062	(688,627)	1,165,689	-169%	3,215,315	1,993,603	1,221,712	61%
24 Provider Fee & Other	(288,471)	(304,052)	15,581	-5%	(4,390,555)	(4,111,252)	(279,303)	7%
25 Total Revenue Deductions & Bad Debt	2,855,722	2,668,757	186,965	7%	38,182,940	36,296,830	1,886,110	5%
26 Total Net Patient Revenue	3,140,021	3,560,780	(420,759)	-12%	40,860,943	36,568,172	4,292,771	12%
27 Grants	-	2,491	(2,491)	-100%	131,346	116,329	15,017	13%
28 HHS Stimulus Other Revenue	-	-	-	-	-	669,775	(669,775)	-100%
29 COVID PPP Loan Forgiveness	-	-	-	-	-	-	-	-
30 Other Operating Income - Misc	100,304	140,659	(40,355)	-29%	869,429	1,296,094	(426,665)	-33%
31 Total Net Revenues	3,240,325	3,703,930	(463,605)	-13%	41,861,718	38,650,370	3,211,348	8%
Operating Expenses								
33 Salary & Wages	1,753,444	1,541,443	212,001	14%	20,664,077	19,859,952	804,125	4%
34 Benefits	475,577	262,617	212,960	81%	3,751,096	3,333,271	417,825	13%
35 Professional Fees/Contract Labor	152,983	309,311	(156,328)	-51%	2,057,854	3,325,486	(1,267,632)	-38%
36 Purchased Services	171,267	214,182	(42,915)	-20%	2,247,174	2,255,411	(8,237)	0%
37 Supplies	493,691	415,398	78,293	19%	7,394,600	7,162,876	231,724	3%
38 Rent & Leases	11,303	(54,123)	65,426	-121%	146,380	158,385	(12,005)	-8%
39 Repairs & Maintenance	61,004	45,927	15,077	33%	585,560	635,370	(49,810)	-8%
40 Utilities	33,083	65,174	(32,091)	-49%	513,515	495,971	17,544	4%
41 Insurance	39,556	36,237	3,319	9%	476,946	434,406	42,540	10%
42 Depreciation & Amortization	179,812	241,904	(62,092)	-26%	2,169,268	2,012,426	156,842	8%
43 Interest	82,865	83,193	(328)	0%	1,018,290	925,535	92,755	10%
44 Other	201,862	132,573	69,289	52%	1,877,883	1,473,388	404,495	27%
45 Total Operating Expenses	3,656,447	3,293,836	362,611	11%	42,902,643	42,072,477	830,166	2%
46 Operating Revenue Less Expenses	(416,122)	410,094	(826,216)	-201%	(1,040,925)	(3,422,107)	2,381,182	-70%
Non-Operating Income								
48 Interest Income	62,018	15,900	46,118	290%	612,860	96,025	516,835	538%
49 Tax Revenue	68,341	50,713	17,628	35%	1,638,939	1,488,983	149,956	10%
50 Donations	-	453,412	(453,412)	-100%	-	453,412	(453,412)	-100%
51 Total Non-Operating Income	130,359	520,025	(389,666)	-75%	2,251,799	2,038,420	213,379	10%
52 Total Revenue Less Total Expenses	\$ (285,763)	\$ 930,119	\$ (1,215,882)	-131%	\$ 1,210,874	\$ (1,383,687)	2,594,561	-188%

Balance Sheet - - - December 31, 2023 (Draft)

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 3,090,834	\$ 4,324,927	Accts Payable - System	\$ 649,282	\$ 865,343
COLO Trust	1,718,439	1,710,336	Accrued Expenses	356,125	788,866
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	(1,871,793)	(1,671,026)
Bond Funds - 2016 Bonds (UMB)	187	236,763	Wages & Benefits Payable	1,773,724	2,254,503
Bond Funds - 2021 (UMB)	2,393,361	2,913,134	Deferred Revenue	2,219,357	2,003
CSIP Investments	6,249,283	6,219,987	COVID PPP Short Term Loan	-	-
Escrow - UMB	-	160,710	Relief Fund Liability	-	-
COVID PPP	-	-	Medicare Accelerated Pmt Liab	(251,194)	(251,194)
Relief Fund Cash Restricted	-	-	Current Portion of LT Debt-75 S Pagosa	125,000	120,000
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-2021	435,000	420,000
Total Cash	14,330,835	16,444,588	Current Portion of LT Debt-2016	230,000	230,000
			Total Current Liabilities	3,665,501	2,758,495
Accounts Receivable					
Patient Revenue - Net	3,508,012	3,462,315	Long-Term Liabilities		
Other Receivables	2,351,912	61,519	Leases Payable - 75 S Pagosa	2,055,000	2,180,000
Total Accounts Receivable	5,859,924	3,523,834	GASB 87 Capital Leases	1,846,506	1,880,799
			Bond Premium (Net) - 2006 Def Outflows	179,058	180,170
Inventory	1,790,913	1,780,627	Bond Premium (Net) - 2016	113,851	114,276
			Bond Premium (Net) - 2021	667,159	671,130
Total Current Assets	21,981,672	21,749,049	Bonds Payable - 2021	7,030,000	7,465,000
			Bonds Payable - 2006	-	-
Fixed Assets			Bonds Payable - 2016	8,795,000	8,795,000
Property Plant & Equip (Net)	21,124,553	21,274,091	Total Long-Term Liabilities	20,686,574	21,286,375
GASB 87 Leased Assets (Net)	1,325,494	1,361,277			
Work In Progress	752,490	708,195	Net Assets		
Land	704,021	704,021	Un-Restricted	20,431,783	20,431,783
Total Fixed Assets	23,906,558	24,047,584	Current Year Net Income/Loss	1,210,874	1,496,637
			Total Un-Restricted	21,642,657	21,928,420
Other Assets					
Prepays & Other Assets	106,502	176,657	Restricted	-	-
Total Other Assets	106,502	176,657	Total Net Assets	21,642,657	21,928,420
Total Assets	\$ 45,994,732	\$ 45,973,290	Total Liabilities & Net Assets	\$ 45,994,732	\$ 45,973,290

Monthly Trends

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	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	YTD Total
Activity	31	31	28	31	30	31	30	31	31	30	31	30	31	365
2 In-Patient Admissions	32	28	37	20	22	18	28	34	11	18	16	24	12	268
3 In-Patient Days	64	53	77	34	35	32	54	74	21	44	50	48	24	546
4 Avg Stay Days (In-patients)	2.0	1.9	2.1	1.7	1.6	1.8	1.9	2.2	1.9	2.4	3.1	2.0	2.0	2.0
5 Swing Bed Admissions	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
6 Swing Bed Days	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
7 Avg Length of Stay (Swing)	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
8 Average Daily Census	2.1	1.7	2.8	1.1	1.2	1.0	1.8	2.4	0.7	1.4	1.6	1.6	0.8	1.5
Statistics														
9 E/R visits	753	561	516	657	517	619	734	783	716	646	621	595	690	7,655
10 Observ Hours	483	557	564	918	467	496	878	519	971	502	1,040	630	825	8,367
11 Lab Tests	5,695	5,480	5,176	6,094	5,279	6,051	6,390	6,449	6,625	5,816	6,412	6,490	5,920	72,182
12 Radiology/CT/MRI Exams	1,361	1,517	1,464	1,659	1,470	1,671	1,738	1,621	1,778	1,602	1,582	1,573	1,439	19,114
14 OR Cases	116	88	89	88	99	141	102	81	144	108	97	104	120	1,261
15 Clinic Visits	1,794	1,475	1,602	1,842	1,752	1,913	1,781	1,663	2,057	1,815	1,933	1,792	1,664	21,289
16 Spec. Clinic Visits	37	41	42	28	38	53	40	20	33	27	29	21	29	401
17 Oncology Clinic Visits	93	109	106	106	110	133	139	106	134	93	113	128	96	1,373
18 Oncology/Infusion Patients	195	134	171	229	254	261	211	288	204	267	266	213	196	2,694
19 EMS Transports	104	111	74	93	74	104	99	92	105	88	110	104	97	1,151
20 Total Stats	#####	10,073	9,804	11,714	10,060	11,442	12,112	11,622	12,767	10,964	12,203	11,650	11,076	135,487

Statistical Review

2023	December			December			December Prior Y-T-D				
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance	
1	In-Patient										
2	Admissions:										
3	Acute	12	27	(15)	268	334	(66)	268	345	(77)	-22%
4	Swing Bed	-	-	-	-	-	-	-	-	-	-
5	Total	12	27	(15)	268	334	(66)	268	345	(77)	-22%
7	Patient Days:										
8	Acute	24	66	(42)	546	832	(286)	546	822	(276)	-34%
9	Swing Bed	-	-	-	-	-	-	-	-	-	-
10	Total	24	66	(42)	546	832	(286)	546	822	(276)	-34%
12	Average Daily Census:										
13	# Of Days	31	31		365	365		365	365		
14	Acute	0.8	2.1	(1.4)	1.5	2.3	(0.8)	1.5	2.3	(0.8)	-34%
15	Swing Bed	-	-	-	-	-	-	-	-	-	-
16	Total	0.8	2.1	(1.4)	1.5	2.3	(0.8)	1.5	2.3	(0.8)	-34%
18	Length of Stay:										
19	Acute	2.0	2.4	(0.4)	2.0	2.5	(0.5)	2.0	2.4	(0.3)	-14%
20	Swing Bed	-	-	-	-	-	-	-	-	-	0%
21	Total	2.0	2.4	(0.4)	2.0	2.5	(0.5)	2.0	2.4	(0.3)	-14%
33	Out-Patient										
34	Out-Patient Visits										
35	E/R Visits	690	772	(82)	7,655	8,583	(928)	7,655	8,333	(678)	-8%
36	Observ admissions	35	25	10	361	276	85	361	275	86	31%
37	Lab Tests	5,920	6,350	(430)	72,182	70,553	1,629	72,182	69,169	3,013	4%
38	Radiology/CT/MRI Exams/M	1,439	1,511	(72)	19,114	16,789	2,325	19,114	16,331	2,783	17%
39	OR Cases	120	111	9	1,261	1,235	26	1,261	1,185	76	6%
40	Clinic Visits	1,664	1,856	(192)	21,289	20,617	672	21,289	20,214	1,075	5%
41	Spec. Clinic Visits	29	34	(5)	401	377	24	401	381	20	5%
42	Oncology Clinic Visits	96	125	(29)	1,373	1,388	(15)	1,373	1,422	(49)	-3%
43	Oncology/Infusion Patients	196	288	(92)	2,694	3,200	(506)	2,694	3,052	(358)	-12%
44	EMS Transports	97	114	(17)	1,151	1,265	(114)	1,151	1,230	(79)	-6%
45	Total	10,286	11,186	(900)	127,481	124,283	3,198	127,481	121,592	5,889	5%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding – As of December 31, 2023

	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
Medicare	\$ 2,002,948	\$ 318,386	\$ 156,224	\$ 163,988	\$ 81,334	\$ 141,722	\$ 301,786	\$ 3,166,388	29%	
Medicaid	555,341	93,778	42,800	28,368	37,136	35,250	90,743	883,416	8%	
Third Party	1,883,793	401,437	267,095	159,735	176,298	146,619	592,650	3,627,627	34%	
Self-Pay	386,522	424,552	263,456	252,251	322,848	202,323	1,224,028	3,075,980	29%	
Current Month Total	\$ 4,828,604	\$ 1,238,153	\$ 729,575	\$ 604,342	\$ 617,616	\$ 525,914	\$ 2,209,207	\$ 10,753,411	100%	202,845
Pct of Total	45%	12%	7%	6%	6%	5%	21%	100%		
Nov-23	\$ 5,041,955	\$ 942,675	\$ 702,565	\$ 632,660	\$ 619,716	\$ 376,424	\$ 2,168,293	\$ 10,484,288		223,749
Pct of Total	48%	9%	7%	6%	6%	4%	21%	100%		
Oct-23	\$ 5,276,718	\$ 1,175,416	\$ 781,816	\$ 739,447	\$ 494,084	\$ 353,225	\$ 2,101,803	\$ 10,922,509		209,769
Pct of Total	49%	12%	8%	5%	4%	3%	19%	100%		
Sep-23	\$ 5,357,429	\$ 1,364,191	\$ 829,226	\$ 571,432	\$ 437,907	\$ 314,760	\$ 2,112,322	\$ 10,987,267		161,484
Pct of Total	49%	12%	8%	5%	4%	3%	19%	100%		
Aug-23	\$ 5,791,813	\$ 1,310,432	\$ 705,237	\$ 499,128	\$ 347,251	\$ 331,541	\$ 2,188,265	\$ 11,173,667		294,367
Pct of Total	52%	12%	6%	4%	3%	3%	20%	100%		
Jul-23	\$ 5,195,855	\$ 1,750,827	\$ 922,811	\$ 484,274	\$ 416,696	\$ 338,589	\$ 1,881,363	\$ 10,990,415		262,515
Pct of Total	47%	16%	8%	4%	4%	3%	17%	100%		
Jun-23	\$ 5,512,522	\$ 1,195,087	\$ 537,000	\$ 531,450	\$ 583,696	\$ 409,956	\$ 2,213,524	\$ 10,983,235		169,493
Pct of Total	50%	11%	5%	5%	5%	4%	20%	100%		
May-23	\$ 5,727,512	\$ 1,086,665	\$ 730,974	\$ 686,873	\$ 574,251	\$ 322,203	\$ 2,335,486	\$ 11,463,964		149,612
Pct of Total	50%	9%	6%	6%	5%	3%	20%	100%		
Apr-23	\$ 4,649,144	\$ 1,340,245	\$ 887,732	\$ 744,066	\$ 390,670	\$ 383,149	\$ 2,391,747	\$ 10,786,753		118,155
Pct of Total	43%	12%	8%	7%	4%	4%	22%	100%		
Mar-23	\$ 5,487,671	\$ 1,397,788	\$ 1,008,260	\$ 492,549	\$ 442,994	\$ 507,208	\$ 2,182,723	\$ 11,519,193		146,612
Pct of Total	48%	12%	9%	4%	4%	4%	19%	100%		
Feb-23	\$ 5,248,449	\$ 1,682,584	\$ 760,575	\$ 468,388	\$ 607,923	\$ 437,374	\$ 2,190,121	\$ 11,395,414		102,197
Pct of Total	46%	15%	7%	4%	5%	4%	19%	100%		
Jan-23	\$ 5,123,357	\$ 1,248,805	\$ 614,514	\$ 745,873	\$ 482,283	\$ 273,204	\$ 2,257,741	\$ 10,745,777		141,264
Pct of Total	48%	12%	6%	7%	4%	3%	21%	100%		
Dec-22	\$ 4,866,761	\$ 1,268,334	\$ 866,931	\$ 548,451	\$ 414,832	\$ 408,064	\$ 2,198,139	\$ 10,571,512		176,992
Pct of Total	46%	12%	8%	5%	4%	4%	21%	100%		
Nov-22	\$ 4,628,883	\$ 1,203,061	\$ 741,822	\$ 516,963	\$ 509,027	\$ 428,506	\$ 2,149,446	\$ 10,177,708		226,765
Pct of Total	45%	12%	7%	5%	5%	4%	21%	100%		
Oct-22	\$ 4,510,172	\$ 1,414,025	\$ 840,205	\$ 678,170	\$ 658,661	\$ 439,855	\$ 1,826,111	\$ 10,367,199		147,187
Pct of Total	44%	14%	8%	7%	6%	4%	18%	100%		
Sep-22	\$ 5,163,652	\$ 1,454,685	\$ 829,159	\$ 821,421	\$ 525,214	\$ 274,896	\$ 2,073,259	\$ 11,142,286		176,296
Pct of Total	46%	13%	7%	7%	5%	2%	19%	100%		
Aug-22	\$ 5,070,970	\$ 1,423,538	\$ 1,289,523	\$ 637,852	\$ 423,338	\$ 370,971	\$ 1,518,317	\$ 10,734,509		181,959

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of December 31, 2023

	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
Pct of Total	47%	13%	12%	6%	4%	3%	14%	100%		
Jul-22	\$ 5,195,855	\$ 1,750,827	\$ 922,811	\$ 484,274	\$ 416,696	\$ 338,589	\$ 1,881,363	\$ 10,990,415		262,515
Pct of Total	47%	16%	8%	4%	4%	3%	17%	100%		
Jun-22	\$ 5,296,769	\$ 1,257,194	\$ 690,323	\$ 660,956	\$ 438,544	\$ 356,021	\$ 1,355,339	\$ 10,055,146		248,707
Pct of Total	53%	13%	7%	7%	4%	4%	13%	100%		
May-22	\$ 4,976,841	\$ 1,229,667	\$ 763,335	\$ 569,449	\$ 554,337	\$ 321,119	\$ 1,643,977	\$ 10,058,725		150,992
Pct of Total	49%	12%	8%	6%	6%	3%	16%	100%		
Apr-22	\$ 4,411,765	\$ 1,085,976	\$ 693,620	\$ 609,943	\$ 440,794	\$ 289,902	\$ 1,669,402	\$ 9,201,402		215,897
Pct of Total	48%	12%	8%	7%	5%	3%	18%	100%		
Mar-22	\$ 4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total	45%	15%	7%	6%	4%	3%	19%	100%		
Feb-22	\$ 4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total	45%	15%	7%	6%	4%	3%	19%	100%		
Jan-22	\$ 4,815,885	\$ 1,218,564	\$ 968,019	\$ 573,545	\$ 504,719	\$ 332,446	\$ 1,663,719	\$ 10,076,897		184,318
Pct of Total	48%	12%	10%	6%	5%	3%	17%	100%		
Dec-21	\$ 4,411,483	\$ 1,771,146	\$ 897,483	\$ 629,416	\$ 471,528	\$ 299,814	\$ 1,716,882	\$ 10,197,752		246,249
Pct of Total	43%	17%	9%	6%	5%	3%	17%	100%		
Nov-21	\$ 5,254,766	\$ 1,288,663	\$ 765,276	\$ 596,925	\$ 429,612	\$ 449,363	\$ 1,582,207	\$ 10,366,811		223,165
Pct of Total	51%	12%	7%	6%	4%	4%	15%	100%		
Oct-21	\$ 4,591,197	\$ 1,412,195	\$ 784,524	\$ 573,095	\$ 661,916	\$ 330,409	\$ 1,562,788	\$ 9,916,124		372,288
Pct of Total	46%	14%	8%	6%	7%	3%	16%	100%		
Pct Settled (Current)		75.4%	22.6%	14.0%	2.4%	15.1%	-486.9%			
Pct Settled (Nov from Oct)		82.1%	40.2%	19.1%	16.2%	23.8%	-513.9%			
Pct Settled (Oct from Sept)		78.1%	42.7%	10.8%	13.5%	19.3%	-567.7%			
Pct Settled (Sept from Aug)		76.4%	36.7%	19.0%	12.3%	9.4%	-537.1%			
Pct Settled (Aug from July)		74.8%	59.7%	45.9%	28.3%	20.4%	-546.3%			

Pagosa Springs Medical Center
 Financial Forecast
Statement of Cash Flows
Draft

	Dec-23
Cash Flows from operating activities	
Change in net assets	(285,763)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	179,812
Patient accounts receivable	(45,697)
Accounts payable and wages payable	(696,840)
Accrued liabilities	(432,741)
Pre-paid assets	70,155
Deferred revenues	2,217,354
Other receivables	(2,290,393)
Reserve for third party settlement	(200,767)
Inventory	(10,286)
Net Cash Provided by (used in) operating activities	<u>(1,495,166)</u>
Cash Flows from investing activities	
Purchase of property and equipment	-
Work in progress	(44,294)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	<u>(44,294)</u>
Cash Flows from financing activities	
Principal payments on long-term debt	(420,000)
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Recognize Amounts from Relief Fund	-
Payments/Proceeds from Medicare Accelerated Payment	-
Change in Prior Year Net Assets	-
Change in leases payable	(154,293)
Net Cash Provided by (used in) financing activities	<u>(574,293)</u>
Net Increase(Decrease) in Cash	(2,113,753)
Cash Beginning of Month	16,444,588
Cash End of Month	14,330,835

2023						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-23	\$1,898,252.00	\$2,661,282.24	\$763,030.24	140.20%	\$ (94,934.27)	\$2,566,347.97
Feb-23	\$2,517,041.00	\$2,300,038.64	(\$217,002.36)	91.38%	\$ 33,865.39	\$2,333,904.03
Mar-23	\$2,681,584.00	\$2,973,397.69	\$291,813.69	110.88%	\$ 80,560.75	\$3,053,958.44
Apr-23	\$3,284,110.00	\$3,305,562.31	\$21,452.31	100.65%	\$ 123,435.41	\$3,428,997.72
May-23	\$2,963,309.00	\$3,097,724.96	\$134,415.96	104.54%	\$ 78,380.91	\$3,176,105.87
Jun-23	\$3,371,760.00	\$3,410,190.02	\$38,430.02	101.14%	\$ 348,856.56	\$3,759,046.58
Jul-23	\$3,221,285.00	\$3,232,565.25	\$11,280.25	100.35%	\$ 545,421.19	\$3,777,986.44
Aug-23	\$2,910,480.00	\$3,625,164.22	\$714,684.22	124.56%	\$ 172,833.39	\$3,797,997.61
Sep-23	\$3,478,062.00	\$3,074,896.60	(\$403,165.40)	88.41%	\$ (236,870.50)	\$2,838,026.10
Oct-23	\$3,011,453.00	\$3,123,265.54	\$111,812.54	103.71%	\$ (29,963.64)	\$3,093,301.90
Nov-23	\$3,108,744.00	\$3,087,560.15	(\$21,183.85)	99.32%	\$ 46,137.30	\$3,133,697.45
Dec-23	\$2,888,255.00	\$2,604,977.14	(\$283,277.86)	90.19%	\$ 59,765.24	\$2,664,742.38
	\$35,334,335.00	\$36,496,624.76	\$1,162,289.76	103.29%	\$ 1,127,487.73	\$37,624,112.49

2023 Revenue				
Month	Revenue Goal	Actual Revenue	Variance	% Generated
Jan-23	\$ 6,252,289.00	\$ 5,954,092.00	\$ (298,197.00)	95.23%
Feb-23	\$ 5,361,067.00	\$ 5,853,763.00	\$ 492,696.00	109.19%
Mar-23	\$ 6,250,864.00	\$ 6,599,775.00	\$ 348,911.00	105.58%
Apr-23	\$ 6,188,899.00	\$ 6,090,739.00	\$ (98,160.00)	98.41%
May-23	\$ 6,188,899.00	\$ 7,299,799.00	\$ 1,110,900.00	117.95%
Jun-23	\$ 7,204,053.00	\$ 7,054,999.00	\$ (149,054.00)	97.93%
Jul-23	\$ 6,892,800.00	\$ 7,012,693.00	\$ 119,893.00	101.74%
Aug-23	\$ 7,016,731.00	\$ 7,713,367.00	\$ 696,636.00	109.93%
Sep-23	\$ 6,644,938.00	\$ 6,444,708.00	\$ (200,230.00)	96.99%
Oct-23	\$ 5,877,646.00	\$ 6,774,485.00	\$ 896,839.00	115.26%
Nov-23	\$ 5,941,036.00	\$ 6,251,720.00	\$ 310,684.00	105.23%
Dec-23	\$ 6,767,444.00	\$ 5,995,743.00	\$ (771,701.00)	88.60%
Totals	\$ 76,586,666.00	\$ 79,045,883.00	\$ 2,459,217.00	104.63%

Pagosa Springs Medical Center
 Cash Forecast as of end of December 2023
 Forecast Months Based on Budget and Actual

Prepared 11/15/2023
 Cash balance 13,821,488
 at 12/31/22

	(1) Net Asset Change	(2) Depreciation	(3) Receivables	(4) Payables & Other Liabilities	(5) Pre-Paid Assets	(6) Deferrred Revenue	(7) Third Party	(8) Inventory	(9) Equipment Purchase	(10) Lease Payables	(11) Other	Net Cash Change	Balance
January 2023 (Actual)	(141,450)	150,394	(465,836)	314,555	(273,391)	-	(157,058)	13,421	(65,961)	(27,154)	-	(652,480)	13,169,008
February 2023 (Actual)	21,315	183,912	(250,228)	(574,589)	4,756	(83,822)	(35,080)	(10,201)	11,428	(18,700)	(7,206)	(758,415)	12,410,593
March 2023 (Actual)	240,404	166,002	236,086	31,520	23,385	(468,304)	250,000	4,887	-	(11,993)	-	471,987	12,882,580
April 2023 (Actual)	191,566	166,630	503,328	108,970	34,976	(149,554)	(26,324)	13,244	(106,715)	(18,700)	(213)	717,208	13,599,788
May 2023 (Actual)	12,557	169,680	1,113,321	577,827	(25,264)	(371,169)	(531,380)	(4,905)	25,389	(18,700)	(2)	947,354	14,547,142
June 2023 (Actual)	311,541	166,013	376,470	(1,224,021)	45,260	(147,329)	2,701	33	(55,627)	(18,700)	(225,002)	(768,661)	13,778,481
July 2023 (Actual)	(187,469)	267,248	547,563	296,554	82,112	(209,520)	383,670	7,989	(14,840)	(114,400)	-	1,058,907	14,837,388
August 2023 (Actual)	404,907	179,541	(217,356)	327,251	25,779	(41,378)	307,642	13,696	(192,616)	(32,534)	-	774,932	15,612,320
September 2023 (Actual)	215,493	180,282	49,348	(106,845)	(16,151)	(2,039)	(163,912)	28,578	(5,859)	(39,823)	(132,961)	6,111	15,618,431
October 2023 (Actual)	392,907	179,878	(18,657)	289,679	99,017	-	(458,714)	8,284	(181,685)	(34,004)	-	276,705	15,895,136
November 2023 (Actual)	33,866	179,875	513,578	175,442	78,360	-	(388,286)	(1,099)	(8,135)	(34,148)	-	549,453	16,444,589
December 2023 (Actual)	(285,763)	179,812	(2,336,090)	(1,129,581)	70,155	2,217,354	(200,767)	(10,286)	(44,294)	(154,293)	(420,000)	(2,113,753)	14,330,836
Totals	1,209,874	2,169,267	51,527	(913,238)	148,994	744,239	(1,017,508) 981,635	63,641	(638,915)	(523,149)	(785,384)	509,348	14,330,836
													at 12/31/2023
													Bond Requirements (60 days cash)
													6,695,897
													Less Cares Act
													-
													Less Medicare Accelerated
													-
													Less Bond Reserve
													(878,731)
													Net Cash for Days Cash on Hand
													13,452,105
													AVG. Expense Per Day
													111,598
													Days Cash on Hand
													120.54

- Notes:
- (1) Forecast based on projected net income.
 - (2) Forecast is based on the budgeted depreciation expense.
 - (3) Based on projected changes in receivables.
 - (4) Based on projected changes in payables and liabilities.
 - (5) Based on projected changes in prepaids.
 - (6) Based on projected deferred revenues.
 - (7) Based on projected Due to Third Party Reserves.
 - (8) Based on projected Inventory changes.
 - (9) Based on projected equipment and capital project expenditures.
 - (10) Based on projected lease payments.
 - (11) Based on projected receivables and payables due to Covid.



**THE UPPER SAN JUAN HEALTH SERVICE DISTRICT
DOING BUSINESS AS PAGOSA SPRINGS MEDICAL CENTER**

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, CORINNE REED
January 23, 2024**

I. STATEMENT OF THE MEDICAL STAFF’S RECOMMENDATIONS FOR THE USJHSD BOARD ACCEPTANCE OF NEW POLICIES OR PROCEDURES ADOPTED BY THE MEDICAL STAFF:

RECOMMENDATION	DESCRIPTION
Revised Cardiology Privilege Form	Revised privilege form to core privileges.
Medical Staff Policy: Privileging of Registered Nurse First Assistants and Responsibilities of the Registered Nurse First Assistant and of the Supervising Physician	Revised Medical Staff Policy: revisions of the policy and procedure for privileging RNFAs.

II. STATEMENT OF THE MEDICAL STAFF’S RECOMMENDATIONS FOR THE USJHSD BOARD ACCEPTANCE OF PROVIDER PRIVILEGES (ACCEPTANCE BY THE BOARD RESULTS IN THE GRANT OF PRIVILEGES):

NAME	INITIAL/REAPPOINT/CHANGE	TYPE OF PRIVILEGES	SPECIALTY
Jonathan Kleinman, MD	Initial Appointment	Telemedicine/Teleneurology	Neurology
Echo Mills, FNP-C	Initial Appointment	Advanced Practice Provider/Nurse Practitioner Orthopedics	Orthopedics
David Quintana, MD	Initial Appointment	Telemedicine/Teleradiology	Interventional Radiology & Diagnostic Radiology
Daniel Wingard, DO	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
Ian Wright, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Kimberly Wright, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19
 Courtesy: 19
 Telemedicine: 144
 Advanced Practice Providers & Behavioral Health Providers: 11
 Honorary: 2
 Total: 195

**UPPER SAN JUAN HEALTH SERVICE DISTRICT
D/B/A PAGOSA SPRINGS MEDICAL CENTER**

Formal Written Resolution 2024-01

January 23, 2024

WHEREAS, the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center Board of Directors (“Board”) has received the attached proposed redline revisions to the Bylaws and Board Policy No. 2; and

WHEREAS, the Board has received information on the revisions of the Bylaws to reflect that the Board may call a properly announced/approved executive session at any time in the meeting (not just the end), that PSMC records the executive sessions consistent with statute and does not maintain minutes, and typo correction; and

WHEREAS the Board has discussed the revision to Board Policy No. 2 to affirm the Board considers the comments/opinions of the Finance Committee but the Board decides the auditor as it has not delegated decision-making to the Finance Committee.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to approve the revisions to the Bylaws and Board Policy No. 2 and incorporate the redline revisions attached hereto.

ADOPTED and APPROVED by the Board of Directors this 23rd day of January, 2024.

Kate Alfred, Chair of the Board of Directors

**UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a
PAGOSA SPRINGS MEDICAL CENTER
Policies Governing the Directors of USJHSD**

**Subject: Functions of the Board of Directors
Policy No.: 2**

I. OBJECTIVE

To describe the major functions and responsibilities of the Board of Directors of USJHSD.

II. POLICY

A. The Board will respect the special district entity as follows:

1. Comply with all applicable federal, state, and local laws and regulations.
2. Establish and comply with Board of Director policies.
3. Elect the officers (Chair, Vice-Chair, Treasurer) of the Board consistent with PSMC Bylaws (Section 8(d)) which generally provide that officers shall be elected by a majority every two years at the first regular meeting of the Board following the regular biennial election of the directors in May of odd-numbered years.
4. Comply with USJHSD's Bylaws and so long as the Board has such Bylaws, to regularly review and update the same.
5. Hold well-planned and effectively conducted Board meetings on a regular schedule approved by the Board at the first meeting of every calendar year. The Board delegates the responsibility for preparing the preliminary agenda for Board meetings to the CEO; the CEO shall provide a draft of the agenda to the Chair of the Board for revision or approval. The CEO will cause the agenda, with supporting documentation, to be distributed typically at least three calendar days prior to the Board meeting. The CEO will cause the meeting to be noticed at least 24 hours prior to the meeting in accordance with C.R.S. Section 24-6-402(2)(c) and C.R.S. section 32-1-903(2)
6. Ensure that accurate minutes of the Board are prepared, approved and maintained. Minutes of the Board meetings will be taken by a person agreeable to the Board and the CEO to serve as liaison and coordinator to the Board who will prepare a draft for review by the Board.
7. Develop, individually and collectively, Board knowledge of USJHSD's business as well as Director duties and obligations.

8. Regularly review and make recommendations to the Board regarding the Board's policies.
9. Fill vacancies of the Board as consistent with the law, USJHSD Bylaws, and Board policies.
10. Provide oversight and direction as described in Section B of this Director Policy No. 2.

B. To provide oversight and strategic direction to USJHSD as set forth below.

1. Interview candidates, and select and employ a competent leader (the Chief Executive Officer ("CEO")). Provide a high-level of direction and advice to the CEO while refraining from involvement in operational matters that are within the scope and authority of the CEO. Facilitate Board review of the performance of the CEO on (approximately) an annual basis.
2. Delegate to the CEO the powers and duties described in Policy No. 4 (Delegation of Authority from the Board of Directors to the CEO); additional powers and duties may be delegated by resolution of the Board.
3. Establish, with support from the CEO, a vision and strategic plan (with specific goals and objectives) for USJHSD.
4. Provide financial oversight through the review and adoption of an annual budget, a capital expenditure plan, and a strategic plan.
5. Consider and approve financial policies and financial plans appropriate to maintain sound financial management of USJHSD.
6. As part of the annual budget approval, approve the costs for personnel and benefits.
7. Consider and approve loans, real estate transactions, and/or any matters that require (pursuant to any law, approved plan, policy, or resolution) Board approval.
8. Review periodic reports from the CEO to ensure conformity to the Board's approved goals, objectives, policies, and plans. These reports should be of sufficient scope to enable the Board of Directors to:
 - a. Prevent unauthorized action;
 - b. Predict trends and forecast results;
 - c. Determine where remedial or corrective action may be required; and
 - d. Measure performance and results against plans, policies, goals and objectives.
9. Approve depositories/banks for funds and designate those authorized to sign on behalf of USJHSD.

10. As part of the annual budget approval, approve the costs for insurances coverages.
11. Select and engage legal counsel following consultation of the CEO.
12. Select and appoint independent financial auditors ~~based on a recommendation~~ considering the comments/opinions, if any, of the Audit and Finance Committee.
13. Review with the auditor, the annual financial audit and the management letter and ensure that any necessary action is taken. The auditor is to provide the audit and the management letter to the Audit and Finance Committee except if one or more Directors requests that the auditor provide its report directly to the Board, then the auditor will directly provide the same to the Board. The auditor is to provide the audit and the management letter prior to the meeting when the audit is presented.
14. Review any independent management audit (if such an audit is undertaken) and ensure the Board approved recommendations are carried out by receiving and reviewing regular progress reports from the CEO.

III. RESPONSIBILITY

The Board shall be responsible for ensuring compliance with this policy.

**SECOND AMENDED AND RESTATED BYLAWS OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT D/B/A PAGOSA SPRINGS MEDICAL CENTER**

Section 1 Authority

Upper San Juan Health Service District ("District") doing business under the trade name Pagosa Springs Medical Center is a governmental subdivision of the state of Colorado and a body corporate with those powers of a public or quasi-municipal corporation which are specifically authorized by, and in compliance with, Section 32-1-101, et seq., C.R.S.

Section 2 Purpose

It is hereby declared that the Bylaws hereinafter set forth will serve a public purpose.

Section 3 Policies of the Board

It shall be the policy of the Board of Directors ("Board") of the District, consistent with the availability of revenues, personnel and equipment, to use its best efforts to provide the quality services as authorized under the District Service Plan or by law. In addition to these Bylaws and state statutes, the Board of Directors may adopt policies as the Board sees fit to affirm delegations of duties and powers to committees of the Board as well as to the Chief Executive Officer.

Section 4 Board of Directors

All powers, privileges and duties vested in, or imposed upon, the District by law shall be exercised and performed by and through the Board, whether set forth specifically or impliedly in these Bylaws. The Board is a governing Board and delegates to its selected Chief Executive Officer the duties, responsibilities and powers to conduct the operations of the District including, without limitation, the following:

- a. The power to choose, remove or suspend employees or agents (except for the Chief Executive Officer who serves at the pleasure of the Board) upon such terms and conditions as may seem fair and just and in the best interests of the District.
- b. To determine and designate, except as otherwise provided by law or these Bylaws, who shall be authorized to make purchases, negotiate leases for office space, and sign receipts, endorsements, checks, releases and other documents.
- c. To prepare financial reports, other than the statutory audit, covering each year's fiscal activities, and such reports, if requested, shall be submitted to the Board and made available for inspection by the public.
- d. The officers of the Board shall perform such other governing duties and functions as may, from time to time, be required by the Board, by the bylaws or rules and regulations of the District or special exigencies which shall later be ratified by the Board.

Section 5. Office.

a. Business office

The principal business office of District shall be at the Pagosa Springs Medical Center, 95 S Pagosa Boulevard, Pagosa Springs, Colorado 81147, until otherwise designated by the Board.

b. Establishing other offices and Relocation.

The Board, by resolution, may from time to time, designate, locate and relocate its executive and business office and such other offices as, in its judgment, are necessary to conduct the business of the District.

Section 6 Meetings

a. Regular Meetings

The Board shall designate and post the time and place for all Board meetings. The Board shall adopt a resolution, at the first regular meeting of the calendar year, designating the posting place(s) for the agenda notice. Further, the Board shall ~~adopt a resolution~~approve, at the first regular meeting of each calendar year, the annual board meeting schedule designating the day, time and place for regular Board meetings; during the year, the Board may amend such day, time and place for regular Board meetings upon resolution approval by a majority of the Board at a noticed meeting.

b. Public Meetings

All meetings of the Board, other than the executive session portion shall be open to the public. Any meeting of 3 or more board members at which public business is to be discussed or board action taken shall be considered a public meeting.

c. Notice of meetings

Per CRS Section 24-6-402(2)(c), the District shall be deemed to have given full and timely notice of a public meeting if the District posts the notice, with specific agenda information ~~if available~~ on the District's website, no less than 24 hours prior to holding the meeting. If due to exigent or emergency circumstances, such as power outage or interruption in internet service, the notice shall be physically posted at the location and in accordance with the annual board meeting schedule approved by the Board.

d. Special meetings

Special meetings of the Board may be called as required. Special meetings shall be announced in accordance with Section 6.c.

e. Executive Session

All official business shall be conducted at open regular or special meetings. Executive sessions may be called ~~at the conclusion of~~during a regular or special meeting and conducted in accordance with the following guidelines:

(1) Calling the Executive Session

Per CRS Section 24-6-402(4), the topic for discussion in the executive session shall be announced in a motion and the specific statute that authorizes the executive session shall be cited; the matter to be discussed shall be described in as much detail as possible without compromising the purpose of being in executive session. An affirmative vote of two-thirds (2/3) of the quorum present shall be required to go into executive session.

(2) Conducting the Executive ~~S~~session

No adoption of any proposed policy, position, resolution, rule, regulation, or formal action shall take place in an executive session. The discussion in executive session shall be limited to the reasons for which the executive session was called. Discussions that occur in executive session shall be electronically recorded, to include the specific citation to the Colorado Revised Sstatute ~~(C.R.S.)~~ that authorized the executive session to be held except that discussions with the District's legal counsel may be documented in accordance with a process set forth in CRS Section 24-6-402(2)(d.5) and Colorado Rules of Professional Conduct, Rule 1.6. The District must retain the recording of any executive session for 90 days as required by CRS Section 24-6-402(2)~~(e)(II)(B).~~

~~Minutes of the executive session shall be created and shall contain a signed statement by the chair that the minutes substantially reflect the substance of the discussion during the executive session. No record is necessary to be kept or any portions of the discussion which the District's attorney reasonably believes constitute attorney-client privileged communication. If minutes of the executive session are otherwise electronically recorded, the attorney shall state on the record when any portion of the executive session is not recorded as an attorney-client privileged communication. If minutes of the executive session are otherwise recorded in writing, then the attorney shall sign a statement to the same effect when any portion of the written minutes is not recorded in writing as an attorney-client privileged communication. Consistent with C.R.S. Section 24-6-402(2)(e)(II)(B) for executive session where the District's attorney is present for discussion that constitutes a privileged attorney-client communication, no recording is required but the portion of the electronic recording made shall reflect the reason no recording was made and the District's attorney shall sign an attestation affirming the same.~~

(3) After Executive session

The record of any executive session shall be retained by the District for ninety days and then destroyed or erased. ~~Minutes or R~~recordings of the executive session shall not be released to the general public for review under any circumstances except as required by law. ~~Board members may review the written minutes but may not remove them from the secure location or copy them.~~

f. Adjournment and continuance of meetings

When a regular or special meeting is for any reason continued to another time and place, notice need not be given of the continued meeting if the time and place of each meeting are announced at the meeting at which the continuance is taken, except as required by law. At the continued meeting, any business may be transacted which would have been transacted at the original meeting.

g. Emergency Meetings

Notwithstanding any other provisions in this Section 6, emergency meetings may be called by the chair or any two (2) Board members in the event of an emergency that requires the immediate action of the Board in order to protect the public health, safety and welfare of the property owners and electors of the District as well as legal vulnerabilities without notice if notice is not practicable. If possible, notice of such emergency meeting may be given to the Board by telephone or whatever means are reasonable to meet the circumstances of the emergency. At such emergency meetings, any action within the power of the board that is necessary for the immediate protection of the public health, safety and welfare of the property owners and electors as well as legal vulnerabilities may be taken; provided, however, that action taken at an emergency meeting shall be effective only until the first to occur of (a) the next regular meeting, or (b) the next special meeting of the Board at which the emergency issue is on the public notice of the meeting. At such subsequent meetings, the Board may ratify any emergency action taken. If any emergency action taken is not ratified, then it shall be deemed rescinded as of the date of such subsequent meeting.

h. Email Meetings

If elected officials use electronic mail to discuss pending legislation or other public business among themselves, the electronic mail shall be subject to the “public meeting” requirements of the Open Meetings Act at CRS Section 24-6-402. Email discussion about a ministerial matter such as an acceptable meeting time is not considered a “meeting”.

Section 7 Conduct of Business

a. Quorum

All official business of the Board shall be transacted at a regular or special meeting at which a quorum (i.e. four) of the Directors shall be present in person or telephonically, except as provided in Section 7.b.

b. Vote Requirements.

Any action of the Board shall require the affirmative vote of a majority of the Directors present and voting. When special or emergency circumstances affecting the affairs of the District and the health and safety of District residents so dictate, then those Directors available at the time may undertake whatever action is considered necessary and may so instruct the District's employees, agents and contractors. Such actions shall later be ratified by the Board.

c. Order of Business.

The business of all regular meetings of the Board shall be transacted in accordance with the published agenda except as amended at the meeting by approval of a majority of the quorum present.

d. Motions and Resolutions

Any and all action of the Board necessary for the governance of the affairs of District, for the execution of the powers vested in District, and for carrying into effect the provisions of Article 1 of Title 32, C.R.S., shall be taken by the passage of motions or resolutions.

e. Minutes

Within a reasonable time after passage, all resolutions, motions and minutes of Board meetings shall be recorded and submitted for approval of the Board. The Board packet including agenda, minutes, and resolutions are timely posted for public access on the District's website.

Minutes of executive sessions shall be kept separate from minutes of regular sessions in accordance with CRS Section 24-6-402(2).

f. Meeting Decorum

The Board of Directors of the Upper San Juan Health Service District shall utilize procedures delineated in "Robert's Rules of Order" to effectively conduct its business affairs.

g. Electronic Signatures

~~Electronic Signatures.~~ In the event the signature(s) of one or more members of the Board or appointed signatories are required to execute a written document, contract, note, bond, deed, and/or other official papers of the District, and the appropriate individual(s) is unable to be physically present to sign said documentation, such individual or individuals are authorized to execute the documentation electronically via electronic signature, facsimile or email signature, unless said documentation provides otherwise. Any electronic signature so affixed to a document shall carry the full legal force and effect of any original, handwritten signature. Except as approved herein, this provision of these Bylaws shall not be interpreted as establishing District's consent or authorization to bind District to any transaction by the use of electronic records or electronic means.

Section 8 Directors, Officers and Personnel

a. Director Qualifications and Terms.

Directors shall be electors of the District. The term of each Director shall be determined by relevant statutory provisions with elections held in odd-numbered years and conducted in the manner prescribed by Articles 1 through 13, Title 1, and Part 8, Article 1, Title 32, C.R.S. Each

Director shall sign an oath of office and, at the expense of the District, furnish a faithful performance surety bond in a sum of not less than \$1,000.

b. Director's Performance of Duties

A Director of the District shall perform all duties of a Director, including duties as a member of any committee of the Board upon which the Director may serve, in good faith, in a manner which the Director reasonably believes to be in the best interests of District, and with such care as an ordinarily prudent person in a like position would use under similar circumstances. In performing the Director's duties, the Director shall be entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by persons and groups listed in subparagraphs 1, 2 and 3 of this subsection b. The Director shall not be considered to be acting in good faith if he has knowledge concerning the matter in question that would cause such reliance to be unwarranted. A person who so performs the Director's duties shall not have any liability by reason of being or having been a Director of the District. Those programs and groups upon whose information, opinions, reports, and statements a Director is entitled to rely are:

(1) One or more officers or employees of the District whom the Director reasonably believes to be reliable and competent in the matters presented;

(2) Counsel, public accountants, or other persons as to matters which the Director reasonably believes to be within such persons' professional knowledge or expertise; and

(3) A committee of the Board upon which the Director does not serve, duly designated in accordance with the provisions of the Bylaws, as to matters within its designated authority, which committee the Director reasonably believes to merit confidence.

c. Oath of Office and D&O Insurance

Each member of the Board, before assuming the responsibilities of his office, shall take and subscribe an oath of office in the form prescribed by law within 30 days of the election or appointment. The Board shall maintain Directors and Officers insurance coverage for the benefit of the Board members in such amounts approved by the Board.

d. Election of Officers

The Board of Directors shall elect from its seated Directors a Chair, Vice-Chair, and Treasurer, who shall be the officers of the Board of Directors. The Board may, from time to time, appoint an acting officer in the absence of any individual officer. The Board election of the officers shall be conducted biennially by the seated Directors at the first regular meeting of the Board following the regular biennial election of the Directors held in May of odd-numbered years; the officer positions shall be selected by a majority vote of Directors voting at this first regular meeting of the Board. Each officer so elected shall serve for a term of two years, which term shall expire upon the election of their successor or upon their reelection to that office. A Director may serve as chair for no more than four years.

e. Vacancies

The Board shall appoint an Ad Hoc search committee to advertise openings on the Board and request interested electors from the general public to submit resumes and statements. The committee shall review the resumes and statements to verify that the applicant meets the residency requirements. The committee shall also review the qualifications of the applicant and shall make recommendations to the Board. The vacancy shall be filled by popular vote of a majority of the Board. The vacancy must be filled within 60 days following the resignation or removal of a Director.

f. Resignation and Removal

Directors may be removed from office only by recall as prescribed by statute. Any Director may resign at any time by giving written notice to the Board, and acceptance of, such resignation shall not be necessary to make it effective, unless the notice so provides.

A Director's office shall be deemed vacant upon the occurrence of any one of the following:

1. Failure to meet the qualifications of Director;
2. Failure to satisfy the oath and bond requirements;
3. Written resignation;
4. Failure to remain qualified for the office;
5. Conviction of a felony;
6. Removal from office or voidance of election by court (subject to appeal);
7. Failure to attend three consecutive regular Board meetings, unless approval of absence is entered in the minutes, or absence is excused by temporary mental or physical disability or illness;
- or
8. Death.

g. Officers

(1) Chair

The Chair shall preside at all meetings. The Chair has those duties set forth in Board policies and is authorized to sign all contracts, deeds, notes, debentures, warrants and other instruments on behalf of the District.

(2) Vice-Chair

In the absence of the Chair, the Vice-Chair shall assume all the duties, responsibilities and authority of the Chair. In addition, the Vice-Chair has the authority to attest instruments authorized by the Board and to affix the District's seal to the same.

(3) Treasurer

The Treasurer has those duties set forth in Board policies including, without limitation, serving as the Chair of the Finance Committee.

h. Personnel

(1) Clerk to the Board

The CEO or his/her designee shall be responsible for designating a District staff member to serve as Clerk to the Board to coordinate meetings, issue notices of meetings, issue board packets and record the minutes of Board meetings and study sessions.

(2) Chief Executive Officer

As a governing Board, the Board has one report, the Chief Executive Officer (“CEO”). The Board shall select and engage a CEO to serve for such term and upon such conditions, including compensation, as the Board may establish. As set forth in these Bylaws, Board’s policies and contractual agreement with the CEO, the Board delegates authority to the CEO for the administration and management of the District’s operations.

(3) Consultants

The Board may retain agents and consultants as it deems necessary and appropriate to carry out the obligations of the Board and on such terms as may seem reasonable and proper to the Board.

Section 9 Financial Administration

a. Fiscal Year

The fiscal year of the District shall commence on January 1 of each year and end December 31.

b. Finance Committee

There shall be a permanent Finance Committee; the Finance Committee shall be composed of the Treasurer, senior administrative staff and such other persons appointed in accordance with Board policy.

c. Budget

As required by CRS Section 29-1-105, on or before October 15th of each year, the CEO or his/her designee shall prepare and submit to the Board a proposed budget for the ensuing fiscal year. Such proposed budget shall be accompanied by a statement which shall describe the important features of the budget plan and by a general summary wherein shall be set forth the aggregate features of the budget in such manner as to show the balanced relations between the total proposed expenditures and the total anticipated income or other means of financing the proposed budget for the ensuing fiscal year, as contrasted with the corresponding figures for the last completed fiscal year and the current fiscal year. It shall be supported by explanatory schedules or statements classifying the expenditures contained therein by services, subjects and funds. The anticipated income of the District shall be classified according to the nature of receipts.

d. Notice of Budget

Upon receipt of the proposed budget, the Board shall cause to be published a notice that the proposed budget is open for inspection by the public at the District; that the Board will consider the proposed budget at a public hearing on a certain date; and that any interested elector may inspect the proposed budget and file or register any objections thereto at any time prior to its final adoption. Notice shall be posted or published in substantial compliance with law.

e. Adoption of Budget

At a meeting of the Board noticed for consideration of the proposed budget, the Board shall review the proposed budget and revise, alter, increase or decrease the items as it deems necessary in view of the needs of the District and the probable income of the District. The Board shall then adopt a budget setting forth the expenditures to be made in the ensuing fiscal year. The Board shall provide for sufficient revenues to finance expenditures in the budget with special consideration given to the proposed property tax levy.

f. Levy and Collection of Taxes

On or before December 15th of each year, unless an exception applies such as an extension in a bill passed into law~~an election for an increased operating tax levy is held~~, the Board shall certify to the Board of county Commissioners of the county in which the District was formed the mill levy established for the ensuing fiscal year, in order that, at the time and in the manner required by law for the levying of taxes, such commissioners will levy such tax upon the assessed valuation of all taxable property within District.

g. Filing of Budget

On or before January 30th of each year, the Board, as delegated to staff, shall cause a certified copy of such budget to be filed with the Division of Local Government in the State Department of Local Affairs.

h. Appropriating Resolution

(1) At the time of adoption of the budget, the Board shall enact a resolution making appropriations for the ensuing fiscal year. The amounts appropriated thereunder shall not exceed the amounts fixed therefor in the adopted budget including contingency noted in Section 9(h)(3) hereof.

(2) The income of the District, as estimated in the budget and as provided for in the tax levy resolution and other revenue and borrowing resolutions, shall be allocated in the amounts and according to the funds specified in the budget for the purpose of meeting the expenditures authorized by the appropriation resolution.

(3) The Board may make an appropriation to and for a contingent fund to be used in cases of emergency or other unforeseen contingencies.

i. No Contract to Exceed Appropriation

The Board shall have no authority to enter into any contract, or otherwise bind or obligate the District to any liability for payment of money for any purposes, for which provision is not made in appropriation resolution, including any legally authorized amendment thereto, in excess of the amounts of such appropriation for that fiscal year. However, the amount of appropriated funds may be supplemented or adjusted during the year by adoption at a noticed public hearing of a Resolution amending the budget. Any contract, verbal or written, contrary to this Section shall be void ab initio, and no District funds shall be expended in payment of such contracts, except as follows:

i. Contingencies

(1) In cases of emergency caused by a natural disaster, public enemy, or other contingency which could not reasonably have been foreseen at the time of the adoption of the budget, the Board may authorize the expenditure of funds in excess of the budget by resolution duly adopted by a two-thirds vote of the Board. Such resolution shall set forth in full the facts concerning the emergency and shall be included in the minutes of such meeting.

(2) If so enacted, a copy of the resolution authorizing additional expenditures shall be filed with the Division of Local Government in the state Department of Local Affairs and shall be published in compliance with statutory requirements.

k. Payment of Contingencies

(1) If there is unexpended or uncommitted money in funds other than those to which the emergency relates, the Board shall transfer such available money to the fund from which the emergency expenditure is to be paid.

(2) To the extent that transferable funds are insufficient to meet the emergency appropriation, the Board may borrow money through available means which may include: (a) the issuance of tax anticipation warrants, to the extent that the mill levy authority of the District is available as provided by law, or (b) the issuance of bond anticipation notes payable from future bond proceeds or operating revenue, or (c) any other lawful and approved method.

l. Annual Audit

(1) The Board shall cause an annual audit to be made at the end of each fiscal year of all financial affairs of the District through December 31st of such fiscal year. Unless an extension has been filed, the audit report must be submitted to the Board within six months of the close of such fiscal year. Such audit shall be conducted in accordance with generally accepted auditing standards by a registered or certified public accountant, who has not maintained the books, records and accounts of District during the fiscal year. The auditor shall prepare, and certify as to its accuracy, an audit report, including a financial statement and balance sheet based on such audit, an unqualified opinion or qualified opinion with explanations, and a full disclosure of any violation of state law pursuant to statutory requirements.

(2) A copy of the audit report shall be maintained by the District as a public record for public inspection at all reasonable times.

(3) Per CRS Section 29-1-606, within 30 days of the Board's receipt of the auditor's report, the CEO or his/her designee shall cause a copy of the audit report to be filed with the state Auditor or other appropriate state official pursuant to statutory requirements.

Section 10 ~~Corporate~~ Official Seal

The official seal of the District shall be a circle containing the name of the District and shall be used on all documents and in such manner as seals generally are used by public and private ~~corporations~~ entities. The CEO or his/her designee shall have custody of the seal and shall be responsible for its safe keeping and care.

Section 11 Code of Ethics

As elected public officials, all directors must abide by the Code of Ethics for Public Officials set forth in CRS Section 24-18-101 et seq. which obligations include, but are not limited to, the following:

- Holding public office is a position of public trust and officers are liable for breaches of fiduciary duties;
- The director/officer shall not disclose or use confidential information acquired in the course of duties to further personal financial interests;
- No director, officer or employee shall accept a gift of substantial value or a benefit equal to a gift of substantial value which would improperly influence a reasonable person to depart from impartial discharge of duties; or which a reasonable person should know is primarily for the purpose of rewarding the official for action taken.

The following are guiding ethical principals set forth in CRS Section 24-18-105:

- A director or officer or an employee should not acquire/hold an interest in any undertaking which he/she has reason to believe may be directly and substantially affected to its economic benefit by official action to be taken by an agency over which he has substantive authority.
- A director or officer or an employee should not, within 6 months following termination of his/her office/employment, obtain employment in which he/she will take direct advantage, unavailable to others, of matters with which he/she was directly involved during his/her term of employment.
- A director or officer or an employee should not perform an official act directly and substantially affecting a business or other undertaking to its economic detriment when he/she has a financial interest in a competing business or undertaking.

As set forth in CRS Section 24-18-109, local government officials and employees shall not:

- Engage in a substantial financial transaction for his/her private business purposes with a person whom he supervises;
- Perform an official act directly and substantially affecting to its economic benefit a business or other undertaking in which he/she either has a substantial financial interest or is engaged as counsel, consultant, representative, or agent; or
- Accept goods or services for his/her own personal benefit offered by a person who is at the same time providing goods or services to the local government for which the official or employee serves except as set forth in the statute; and/or

- Fail to comply with conflict of interest obligations.

Section 12 Conflicts of Interest

As set forth in CRS Section 32-1-902(3), any Director shall disqualify himself/herself from voting on any issue in which he/she has a conflict of interest, unless such Director has disclosed the conflict of interest as required by law to the Secretary of State and to the Board, and then, per CRS Section 24-18-109(3) only votes if his/her participation is necessary to obtain a quorum or otherwise enable the Board to act. As required by CRS Section 24-18-109(3), a Director with a conflict who does not vote shall also refrain from attempting to influence the decisions of other members of the Board in voting on the matter. Further, a potential conflict of interest of any Director shall be disclosed in accordance with state law, particularly Article 18 of Title 24, C.R.S., and Sections 32-1-902(3) and 18-8-308, C.R.S.

Section 13 Compensation

Each Director may receive compensation not to exceed \$100 per meeting attended and not to exceed \$2,400 per annum (as set forth in CRS Section 32-1-902 and may be increased by the legislature from time to time), unless the Director declines the same. Per CRS Section 32-1-902(3)(b), no Director shall receive compensation as an employee of the District.

Section 14 Indemnification of Directors and Employees

The District shall defend, hold harmless and indemnify any Director, officer, agent, or employee, whether elective or appointive, against any tort or liability, claim or demand, without limitation, arising out of any alleged act or omission occurring during the performance of official duty, as more fully defined by law or by an indemnification resolution. The provisions of this Section shall be supplemental and subject to and, to the extent of any inconsistency therewith, shall be modified by the provisions of the Colorado Governmental Immunity Act, 24-10-101, et seq, C.R.S.

Section 15 Bidding and Contracting Procedures

Except in cases in which the District will receive aid from a government agency, the District's CEO or her/his designee shall cause a notice shall be published for bids on all construction contracts for work or material, or both, involving an expense in excess of the threshold limit set forth in C.R.S. Section 32-1-1001 which threshold the state of Colorado periodically increases for inflation. The CEO or her/his designee is responsible for assuring that PSMC complies with all internal policies and procedures addressing all statutory requirements for bids, bonds, retainage, and final payment.

Section 16 General Elections

The Board shall arrange for biennial elections of the officers in May in accordance with Colorado statute which is currently in odd-numbered years. All electors of the District shall be eligible to vote in the biennial election. The uniform Election Code (Articles 1 to 13 of Title 1, C.R.S.) shall apply to these elections. The code should be read in conjunction with Part 8, Article 1 of Title 32 C.R.S.

Section 17 Modification of Bylaws

These Bylaws may be altered, amended or repealed at any regular or special meeting of the Board to become effective immediately or at a subsequent date.

Section 18 Records Management

The District shall comply with, and adopt and maintain policies as necessary for compliance with, applicable records retention, destruction, and disclosure requirements, including the Colorado Open Records Act, State Archives and Public Records law, and various consumer privacy legislation. The District's CEO or his or her designee is responsible for internal policies and procedures to address all of the foregoing Records Management.

Section 19 Severability

If any part or provision of these Bylaws is adjudged to be unenforceable or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of these Bylaws, it being the Board's intention that the various provisions hereof are severable.

**UPPER SAN JUAN HEALTH SERVICE DISTRICT
D/B/A PAGOSA SPRINGS MEDICAL CENTER**

**Formal Written Resolution 2024-02
January 23, 2024**

WHEREAS, the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center Board of Directors (“Board”) has received the proposed Strategic Plan from the Board’s Strategic Planning Committee.

WHEREAS, in preparing this proposed Strategic Plan, the Committee proposes the following to the Board for the Board’s consideration:

1. The same goal as the 2021-2023 Strategic Plan: *PSMC will be the provider of choice in the region.*
2. Reasons to chose PSMC are the same as the 2021-2023 Strategic Plan with 2 additional reasons: *access to superior technology and competitive pricing.*
3. Same core strategies:
 - a. *Improve patient outcomes;*
 - b. *Create an inclusive culture for patients and staff;*
 - c. *Achieve the correct sustainable service offerings (same strategy but slightly different wording from the 2021-2023 Strategic Plan);*
 - d. *Accelerate PSMC’s financial stability; and*
 - e. *Strengthen PSMC’s value in the community.*
4. Updated, new tactics (that are specific, measurable, achievable, relevant and time-bound) as noted on pages 3-7 of the attached.

WHEREAS, the Board discussed the proposed Strategic Plan in its meeting on January 23, 2024.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to approve the 2024-2028 Strategic Plan.

ADOPTED and APPROVED by the Board of Directors this _____ day of _____, 2024.

Kate Alfred, Chair of the Board of Directors

Where Are We Going?

PSMC will be the provider of choice in the region.

Patients will choose PSMC for our:

- **Exceptional patient and customer service;**
- **Experienced physicians, other providers and staff;**
- **Access to superior technology;**
- **Timely, efficient patient care;**
- **Competitive pricing; and**
- **Community partnerships.**

How Will We Get There?

QUALITY & PATIENT SAFETY

Strategy: Improve patient outcomes.

- **Tactic:** Hire a clinic education coordination and develop staff education.
- **Tactic:** Implement daily department huddles and Quality dashboards.
- **Tactic:** Implement software/tools to create patient independence in scheduling and registration.
- **Tactic:** Continue medical care coordination to reduce avoidable readmissions.
- **Tactic:** Continue to participate and receive positive metrics in HTP and HQIP.

CULTURE & TALENT

Strategy: Create an inclusive culture for patients and staff.

- **Tactic:** Develop an employee recognition and service awards program.
- **Tactic:** Expand management rounding for process improvement.
- **Tactic:** Continue to reevaluate the pay scale and pay practices to improve competitiveness.
- **Tactic:** Complete projects to expand security and safety of the workplace environment.
- **Tactic:** Complete projects to evaluate and expand education opportunities.

STRATEGIC GROWTH

Strategy: Achieve the correct sustainable service offerings to meet the needs of our region.

- **Tactic:** Complete the renovation of the Medical Wellness Building.
- **Tactic:** Operationalize physical therapy in the Medical Wellness Building.
- **Tactic:** Assess and develop plan for scope of wellness services and operationalize.
- **Tactic:** Assess the capacity of all available facility spaces for growth; remodel if needed.
- **Tactic:** Evaluation steps to be a destination site for orthopedics and sports medicine.
- **Tactic:** Assess new and existing services for need, demand, and viability.

FINANCIAL SUSTAINABILITY

Strategy: Accelerate PSMC's financial sustainability.

- **Tactic:** Evaluate facility energy performance and implement improvements for energy savings.
- **Tactic:** Construct the oxygen generation building.
- **Tactic:** Conduct an election to extend approvals to opt out of TABOR ("debrucing").
- **Tactic:** Evaluate whether to pursue voter approval to increase mill levy property tax revenue.
- **Tactic:** Achieve budgeted net income annually.

COMMUNITY RELATIONSHIPS

Strategy: Strengthen PSMC's value in the community.

- **Tactic:** Hold mock disaster/emergency event table-top events annually.
- **Tactic:** Conduct community education programs and present to community groups/governments.
- **Tactic:** Increase exposure via a sign on Highway 160 /Pagosa Blvd; issue community reports.
- **Tactic:** Continue to collaborate with community employers for more affordable healthcare.

OPERATIONAL TACTICS TO ACHIEVE THE STRATEGIES

(Intended for the Board and staff)

Quality & Patient Safety

STRATEGY: IMPROVE PATIENT OUTCOMES.

- **TACTIC:** By the end of March 2024, hire a clinical education coordinator to develop staff education and a simulation lab to improve quality of care and patient safety.
- **TACTIC:** By end of June 2024, implement daily departmental safety huddles and Quality dashboards.
- **TACTIC:** By the end of 2026, implement software and tools to create patient independence for scheduling and registration processes.
- **TACTIC:** Continue medical care coordination between inpatient and outpatient care to reduce avoidable readmissions.
- **TACTIC:** Continue to participate in Hospital Transformation Project and HQIP programs to achieve positive metric and avoid payment penalty.
- **TACTIC:** Continue to participate in Clinic Practice Transformation including the following:
 - Proceed through tiers including for the Clinic to attain Tier 1 with the Regional Accountable Entity (the “RAE” - Medicaid payment model) through practice transformation activities and meeting clinical quality measure benchmarks.
 - Meet the Regional Accountable Entity’s benchmarks for: depression/suicide screening, HBGA1c, pneumococcal vaccine, colorectal cancer screening, influenza vaccination and hypertension.

Culture and Talent

STRATEGY: CREATE AN INCLUSIVE CULTURE FOR PATIENTS AND STAFF.

- **TACTIC:** By the end of 2024, develop an employee recognition and service awards program.
- **TACTIC:** By end of 2024, expand management rounding to increase staff engagement in operations and process improvement.
- **TACTIC:** By the end of 2027, reevaluate the pay scale and pay practices in order to improve competitiveness of PSMC's ability to attract/retain employees.
- **TACTIC:** As ongoing projects but completing all by the end of 2028, expand safety in our work environment via:
 - additional security guard staffing;
 - additional security cameras;
 - renovation of the ED registration area;
 - develop a workplace violence working group; and
 - education and drills for all staff related to security and violence.
- **TACTIC:** As ongoing projects but completing all by the end of 2028, evaluate education opportunities and implement viable options which may include:
 - on-site or local training programs;
 - entry level education through tuition assistance, with payback requirements, for positions in significant demand;
 - employee leadership development;
 - employee staff service excellence;
 - employee clinical education coordination (described on the Quality & Patient Safety page).

Strategic Growth

STRATEGY: ACHIEVE THE CORRECT SUSTAINABLE SERVICE OFFERINGS TO MEET THE NEEDS OF OUR REGION.

- **TACTIC:** By the end of 2024, complete the first phase of renovation to the Medical Wellness Building (“MWB”).
- **TACTIC:** By the end of 2024, operationalize physical therapy in the MWB.
- **TACTIC:** By the end of 2024, assess and develop a plan for the scope of wellness services and operationalize wellness services.
- **TACTIC:** By the end of 2024, evaluate the viability of robotic-assisted orthopedic surgery.
- **TACTIC:** By the end of 2025, assess the capacity of all available facility spaces and processes to accommodate growth.
- **TACTIC:** By the end of 2027, evaluate the need and viability of a second/alternative EMS station to serve the community.
- **TACTIC:** By the end of 2028, evaluate the viability of the steps to become a destination site for orthopedic surgery and sports medicine services.
- **TACTIC:** As ongoing projects but completing all by the end of 2028, assess new and existing services for growth and efficiency opportunities which *may* include evaluation of the need, demand and viability of the following:
 - pulmonary services including pulmonary function tests (PFTs) and/or sleep studies;
 - eye services and cataract surgery;
 - expand pain services (evaluate whether an additional CRNA is needed for expansion of surgery and pain);
 - outpatient botox for migraines;
 - telemedicine services (if any) that can be offered at PSMC;
 - other in-demand services that generate revenue sufficient for PSMC’s financial sustainability in order to reduce any negative between net revenue and expenses.

Financial Sustainability

STRATEGY: ACCELERATE PSMC'S FINANCIAL STABILITY.

- **TACTIC:** By the end of 2024, engage a company to evaluate the facility energy performance; by end of 2025, implement approved energy saving facility improvements.
- **TACTIC:** By the end of 2024, construct the oxygen generation building to decrease expense for liquid oxygen and increase patient safety.
- **TACTIC:** Prior to the end of 2026, conduct an election to extend approvals for PSMC to opt out of TABOR revenue/spending limits (this is sometimes referred to as “debrucing” and the electors voted, in 2017, for PSMC to opt out of the revenue/spending limits for a period of ten years).
- **TACTIC:** By the end of 2027, assess support for voter approval to increase the mill levy property tax revenue by conducting the following: (1) survey of patients; and (2) engage an outside company to conduct community survey.
- **TACTIC:** Achieve budgeted net income annually.

Community Relationships

STRATEGY: STRENGTHEN PSMC'S VALUE IN THE COMMUNITY.

- **TACTIC:** Each calendar year, hold at least one mock disaster/emergency event table-top per year with other applicable entities and expand the capability of PSMC and staff to respond.
- **TACTIC:** Each calendar year, present to the Town and the County annually (if the Town and County will allow) and participate in community groups as determined by management (e.g., Archuleta County Community Health Partners Coalition).
- **TACTIC:** Each calendar year, conduct community education programs including, without limitation, for marketing of services and preventative healthcare; in 2024 at least 2 programs; in 2025 at least 3 programs; in 2026 at least 4 programs; in 2027 at least 4 programs; and in 2028 at least 4 programs.
- **TACTIC:** By the end of 2025, increase community awareness of PSMC's presence and services by constructing a campus monument sign at the intersection of Highway 160 and Pagosa Blvd.
- **TACTIC:** Not less than every other calendar year, issue an annual community report.
- **TACTIC:** Continue to collaborate with community-partner-employers and assess the viability of more affordable healthcare.



MINUTES OF REGULAR BOARD MEETING
December 19, 2023, at 5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held its regular board meeting on December 19, 2023, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chair Kate Alfred, Treasurer/Secretary Mark Zeigler, Director Jason Cox, Director Barbara Parada, Director Gwen Taylor, Director Mark Floyd

Present via Zoom: Vice-Chair Martin Rose

Absent: Treasurer/Secretary Mark Zeigler

1) CALL TO ORDER

- a) Call for quorum: Chair Alfred called the meeting to order at 5:00 p.m. MDT and Clerk to the Board, Laura DePiazza, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential, or perceived conflicts of interest: None.
- c) Approval of the Agenda: Director Cox motioned to approve the agenda with no changes. Director Parada seconded; the Board unanimously approved the agenda.

2) PUBLIC COMMENT

None

3) PRESENTATIONS

- a) Presentation of *Recognition of Dr. John Wisneski, M.D., Chief of Staff 2022-2023* by CEO Webb

4) REPORTS

- a) Oral Reports
 - i) Chair Report

Chair Alfred made comments on 2023 successes: PSMC has had excellent financial performance and we have recovered much of the staff from the loss of the past few years; started an exciting new program with the Medical Wellness Building; welcomed Mark Floyd as a new Board Member; had our first Open House since before Covid. Thanked everyone for their time and energy.

- ii) CEO Report

PSMC’s Mission: To provide quality, compassionate healthcare, and wellness for each person we serve.

CEO Webb advised of the following update:

- Launching CEO Wellness Challenge
- Starting Monthly Coffee with the CEO
- Wrapping up the year with CHA and Western Healthcare Alliance

iii) Finance Committee Report

Chelle Keplinger presented and discussed financials for November 2023. Questions asked by Director Cox and Director Parada. CFO Keplinger and CEO Webb responded.

5) DECISION AGENDA

- a) Resolution 2023-25 – CAO Bruzzese explained PSMC will pursue an energy investment grade audit and the contract for it is within the scope of authority for the CEO to sign but the form/model contract anticipates execution of the contract by the Board Chair.
- i) Vice-Chair Rose motioned to approve Resolution 2023-25 regarding authority for the Board Chair to execute the contract between PSMC and the selected energy performance contractor to conduct an energy investment grade audit of PSMC in order to identify solutions and improvements to reduce PSMC energy consumption and associated operational expense. Motion was seconded by Director Cox and affirmed by the Board.

6) CONSENT AGENDA

Director Floyd motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 11/28/2023, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). Motion was seconded by Director Parada, and the Board approved said consent agenda items.

7) EXECUTIVE SESSION

None

8) OTHER BUSINESS

Director Cox relayed a story about a friend that received care at PSMC for a life-threatening condition. He was well taken care of and owed his survival to the employees of PSMC.

9) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 5:31p.m. MDT.

Respectfully submitted by:

Laura DePiazza, serving as Clerk to the Board



MINUTES OF SPECIAL BOARD MEETING
January 8, 2024, at 12:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held its special board meeting on January 8, 2024, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Teams video communications.

Directors Present: Chair Kate Alfred, Vice-Chair Martin Rose, Director Jason Cox, Director Barbara Parada,

Present via Teams: Treasurer/Secretary Mark Zeigler, Director Gwen Taylor, Director Mark Floyd

1) CALL TO ORDER

- a) Call for quorum: Chair Alfred called the meeting to order at 12:00 p.m. MDT and Clerk to the Board, Laura DePiazza, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential, or perceived conflicts of interest: None.
- c) Approval of the Agenda: Director Cox motioned to approve the agenda with no changes. Vice-Chair Rose seconded; the Board unanimously approved the agenda.

2) PUBLIC COMMENT

None

3) PRESENTATIONS

- a) None

4) REPORTS

- a) Oral Reports -- None
- b) Written Reports -- None

5) DECISION AGENDA

CAO Bruzzese presented an overview of the amendments to the previously approved budget and resolutions and an overview of the Colorado tax relief bill signed into law on November 28, 2023 that reduces property tax revenues for 2024 (such reductions are subject to backfill from a State of Colorado fund).

PSMC’s Mission: To provide quality, compassionate healthcare and wellness for each person we serve

- a) Amended and Restated Resolution 2023-21
 - i) Director Cox motioned to approve Amended and Restated Resolution 2023-21 to adopt the budget for 2024. Motion was seconded by Vice-Chair Rose and affirmed by the Board.
- b) Resolution 2023-22
 - i) Director Cox motioned to approve Amended and Restated Resolution 2023-22 to set mill levies. Motion was seconded by Director Parada and affirmed by the Board.
- c) Resolution 2023-23
 - i) Vice-Chair Rose motioned to approve Resolution 2023-23 regarding consideration of Amended and Restated Resolution 2023-23 to appropriate sums of money. Motion was seconded by Director Parada and affirmed by the Board.

6) CONSENT AGENDA

None

7) EXECUTIVE SESSION

None

8) OTHER BUSINESS

Director Parada asked for clarification on the 4% raise to PSMC employees. CAO Bruzzese responded.

9) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 12:17 p.m. MDT.

Respectfully submitted by:

Laura DePiazza, serving as Clerk to the Board

**UPPER SAN JUAN HEALTH SERVICE DISTRICT
D/B/A PAGOSA SPRINGS MEDICAL CENTER**

**Formal Written Notice
January 23, 2024**

**NOTICE REGARDING POSTING FOR MEETINGS and
REGULAR BOARD MEETING SCHEDULE FOR 2024**

WHEREAS, Special Districts are required by Colorado Revised Statutes Section 24-6-402(2)(c) to designate annually at the District Board's first regular meeting of each calendar year, the place at which meeting notices will be posted at least 24 hours prior to each meeting; and

WHEREAS, pursuant to C.R.S. § 24-6-402, the District is authorized to post timely notice of meetings on the District's public website at least twenty-four hours prior to the meeting so long as the District's website is accessible at no charge to the public, and the District has provided the website address to the Department of Local Affairs for inclusion in the inventory maintained pursuant to C.R.S. § 24-32-116; and

WHEREAS, the District must retain one physical location within the District boundaries designated for posting notice no less than twenty-four hours prior to a meeting if the District is unable to post a notice online in the exigent or emergency circumstances, such as a power-outage or an interruption in internet service, that prevents the public from accessing the notice online.

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN
JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES AS FOLLOWS:**

1. Designated Posting Location. Pursuant to C.R.S. § 24-6-402, the designated posting location for public meetings (regular, special, and study sessions) of the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center ("District") shall be on the District's webpage, accessible online at the following address:

www.pagosaspringsmedicalcenter.org

2. Designated Physical Posting Location. In the event of exigent or emergency circumstances, such as a power outage or an interruption in internet service, that prevents the public from accessing the online designated posting location or prevents the District from posting a notice at the online designated posting location, the District will post notice of public meetings at least twenty-four hours prior to the meeting at the following physical location within the District:

Pagosa Springs Medical Center
95 S. Pagosa Boulevard
Pagosa Springs, Colorado

3. For 2024, the USJHSD Board of Directors shall meet at 5:00 p.m. on the **FOURTH TUESDAY** of each month (*except for the months of September, October, November and December as noted below*) at Pagosa Springs Medical Center located at 95 S. Pagosa Boulevard, Pagosa Springs.

SCHEDULE OF REGULAR MEETING DATES:

January 23, 2024

February 27, 2024

March 26, 2024

April 23, 2024

May 28, 2024

June 25, 2024

July 23, 2024

August 27, 2024

September (*No meeting in September due to two in October*)

October 10, 2024 (*Thursday – a public hearing on the budget must occur by 10/15*)

October 22, 2024

November 19, 2024 (*3rd Tuesday*)

December 17, 2024 (*3rd Tuesday*)

Questions concerning meetings should be directed to the Clerk of the Board, Laura DePiazza, at 95 S. Pagosa Blvd., Pagosa Springs, Colorado, telephone number 970-731-3700.

APPROVED by the Board of Directors of the Upper San Juan Health Service District on this 23rd day of January 2024.

Kate Alfred, as Chair of the District



**Upper San Juan Health Service District (USJHSD)
CONFLICT OF INTEREST DISCLOSURE AGREEMENT**

Preliminary note: In order to be more comprehensive, this statement of disclosure/questionnaire also requires information with respect to certain parties that are related to you. These persons are termed “*affiliated persons*” and include the following:

- Your spouse, domestic partner, child, mother, father, brother or sister
- Any corporation or organization of which you are a board member, an officer, a partner, participate in management or are employed by, or are, directly or indirectly, a debt holder or the beneficial owner of any class of equity securities
- Any trust or other estate in which you have a substantial beneficial interest or as to which you serve as a trustee or in a similar capacity.

1. NAME OF PERSON: (Please print)

2. CAPACITY:

Board of Directors Executive Committee Volunteer
 Committee Member Staff (position): _____

3. Have you or any affiliated persons provided services or property to USJHSD in the past year?

YES NO

If yes, please describe the nature of the services or property and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

4. Have you or any affiliated persons purchased services or property from USJHSD in the past year?

YES NO

If yes, please describe the transaction(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

5. Please indicated whether you or any of your affiliated persons had any direct or indirect interest in any business transaction(s) in the past year to which USJHSD was/is a party:

YES NO

If yes, please describe the transaction(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

6. Were you or any of your affiliated persons indebted to pay money to USJHSD at any time in the past year?

YES NO

If yes, please describe the indebtedness and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

7. In the past year, did you or any of your affiliated persons receive, or become entitled to receive, directly or indirectly, any personal benefits from USJHSD or as a result of your relationship with USJHSD, that in the aggregate could be valued in excess of \$1,000.00, that were not or will not be compensation directly related to your duties to USJHSD?

YES NO

If yes, please describe the benefit(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

8. Are you or any of your affiliated persons a party to or have an interest in any pending legal proceedings involving USJHSD?

YES NO

If yes, please describe the proceeding(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

9. Have you or any of your affiliate persons entered into a contract for valuable consideration with the District which is currently in effect?

YES NO

If yes, please specify such contract, agreement or transaction and the value of such benefit:

10. Do you or any of your affiliated persons intend to enter into a contract for valuable consideration with the District?

YES NO

If yes, please specify such contract, agreement or transaction and the value of such benefit:

11. Are you aware of any other events, transactions, arrangements or other situations that have occurred or may occur that you believe should be examined by USJHSD’s Board of Executive Committee in accordance with the terms and intent of USJHSD’s Conflict of Interest policy?

YES NO

If yes, describe the situation(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

12. Are you an elected or appointed official to the board of any other local government or other entity that does business with the District?

YES NO

If so, please specify your position and the local government or entity:

I HEREBY CONFIRM that I have read and understand USJSHD’s Conflict of Interest policy, and that my responses to the questions above are complete and correct to the best of my knowledge.

Furthermore, I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with this policy, I will notify the Board Chair immediately.

Signature

Date



**Upper San Juan Health Service District (USJHSD)
GIFT POLICY AND DISCLOSURE FORM**

As part of its Conflict of Interest policy, USJHSD requires that Board of Directors, officers, staff, committee members and volunteers of USJHSD decline to accept certain gifts, consideration or remuneration from individuals or companies that seek to do business with USJHSD or are a competitor of it. This policy and disclosure form is intended to implement that prohibition on gifts.

Responsible Person is any person serving as a Board of Directors member, officer, staff, committee member or volunteer of USJHSD.

Family Member is a spouse, domestic partner, parent, child or spouse of a child, or a brother, sister, or spouse of a brother or sister, of a Responsible Person.

Contract or Transaction is any agreement or relationship involving the sale or purchase of goods, services or rights of any kind, receipt of a loan or grant, or the establishment of any other pecuniary relationship. The making of a gift to USJHSD is not a “contract” or “transaction.”

Prohibited Gifts, Gratuities and Entertainment

Except as approved by the Chairman of the Board or his/her designee or for gifts of a value less than \$50 which could not be refused without discourtesy, no Responsible Person or Family Member shall accept gifts, entertainment or other favors from any person or entity which:

1. Does or seeks to do business with USJHSD or,
2. Does or seeks to compete with USJHSD or,
3. Has received, is receiving, or is seeking to receive a Contract or Transaction with USJHSD.

GIFT STATEMENT

I certify that I have read the above policy concerning gifts, and I agree that I will not accept gifts, entertainment or other favors from any individual or entity, which would be prohibited by the above policy. Following my initial statement, I agree to provide a signed statement at the end of each calendar year certifying that I have not received any such gifts, entertainment or other favors during the preceding year.

Signature

Date

20_24 SPECIAL DISTRICT “TRANSPARENCY NOTICE”

Notice to Electors 32-1-809 C.R.S.

Legal Name of Special District: UPPER SAN JUAN HEALTH SERVICE DISTRICT

This information must be provided¹ annually to the eligible electors of the district between November 16 and January 15.

Address and telephone number of district’s principal business office	95 S. Pagosa Blvd. Pagosa Springs, CO 81147 (970) 731-3700
Name and telephone of manager or other primary contact person for district	Heather Thomas, USJHSD Clerk to the Board (970) 731-3700
Email address of primary contact (Optional)	heather.thomas@psmedicalcenter.org
District’s website address <small>(Required if choosing to post meeting notices online per HB 19-1087)</small>	www.pagosaspringsmedicalcenter.org
Time and place designated for regular board meetings <small>[per C.R.S. 32-1-903]</small>	Location: Pagosa Springs Medical Center Address: 95 S. Pagosa Blvd, Pagosa Springs, CO, Colorado 81147 Day(s): Fourth Tuesday of every month, except in the months of September (no meeting), October (two meetings), November (3rd Tuesday), and December (3rd Tuesday). Time: 5:00 pm
Posting place designated for meeting Notice <small>[per C.R.S. 24-6-402(2)(c)]</small>	www.pagosaspringsmedicalcenter.org

<p style="text-align: center;">Names and Contact Information of Board Members</p> <p style="text-align: center;"><i>Check applicable boxes for a Board Member whose seat will be on the ballot at the next regular election.</i></p>	<p>(1) Board Chair Name: <u>Kate Alfred</u> Contact Info: <u>kalfred@psmcboard.org</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term</p>	<p>(2) Name: <u>Martin Rose</u> Contact Info: <u>mrose@psmcboard.org</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term</p>
	<p>(3) Name: <u>Mark Zeigler</u> Contact Info: <u>mzeigler@psmcboard.org</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term</p>	<p>(4) Name: <u>Jason Cox</u> Contact Info: <u>jcox@psmcboard.org</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term</p>
	<p>(5) Name: <u>Barbara Parada</u> Contact Info: <u>bparada@psmcboard.org</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term</p>	
<p>For seven-member boards</p>	<p>(6) Name: <u>Gwen Taylor</u> Contact Info: <u>gtaylor@psmcboard.org</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term</p>	<p>(7) Name: <u>Mark Floyd</u> Contact Info: <u>mfloyd@psmcboard.org</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term</p>

Date of next regular election	May <u>6</u> , 20 <u>25</u>	
Self-nomination forms to be a candidate for district board member may be obtained from and should be returned to the Designated Election Official (or Board Chair or Secretary if no DEO). [per C.R.S. 1-13.5-303]		
Self-nomination forms for the next regular election must be received by the district by: <p style="text-align: center;"><u>February 28</u>, 20<u>25</u>, no later than <u>4 :00</u> PM.</p>		
Applications for absentee voting or for permanent absentee voter status are available from and must be returned to the Designated Election Official. [per C.R.S. 1-13.5-1003]		
Designated Election Official:	<u>Heather Thomas, DEO</u>	
Contact Address:	<u>95 S. Pagosa Blvd., Pagosa Springs, CO 81147</u>	
Contact Phone:	<u>(970) 731-3700</u>	
District election results will be posted on these websites:	Pagosa Springs Medical Center www.pagosaspringsmedicalcenter.org	Department of Local Affairs https://dola.colorado.gov/lgis
District Mill Levy	<u>3.884</u> mills, for collection in 20 <u>24</u>	
Total ad valorem tax revenue received in the previous year (note if unaudited or otherwise incomplete)	<u>\$ 2,217,290</u> Revenue reported may be incomplete or unaudited as of the date of this Notice was posted.	

File copy of this Notice with:

- Clerk and Recorder of each county in which the district is wholly or partially located
- Assessor of each county in which the district is wholly or partially located
- Treasurer of each county in which the district is wholly or partially located
- Board of commissioners of each county in which the district is wholly or partially located
- Governing body of any municipality in which the district is wholly located
- Division of Local Government
- District's principal business office where it shall be available for public inspection

¹ Notice must be provided in one or more of the following manners:

- a) Mail Notice separately to each household where one or more eligible electors of the special district resides (Note: Districts with overlapping boundaries may combine mailed Notices, so long as the information regarding each district is separately displayed and identified);
- b) Include Notice as a prominent part of a newsletter, annual report, billing insert, billing statement, letter, voter information card or other Notice of election, or other informational mailing sent by the district to the eligible electors;
- c) Post Notice on district's official website (Note: You must also provide the Division of Local Government (<http://www.colorado.gov/dola>) with the address of your district's website in order to establish a link on the DLG's site. Please use our Contact Update form available on our website or by request.);
- d) Post Notice on website of the Special District Association of Colorado (<http://www.sdaco.org>) (Note: Your district must be an SDA member. Send Notice to SDA by mail or electronic transmission); or
- e) For a special district with less than one thousand eligible electors that is wholly located within a county with a population of less than thirty thousand, posting the Notice in at least three public places within the limits of the special district and, in addition, posting a Notice in the office of the County Clerk and Recorder of the county in which the special district is located. Such Notices shall remain posted until the Tuesday succeeding the first Monday of the following May.