



NOTICE OF REGULAR BOARD MEETING OF
THE UPPER SAN JUAN HEALTH SERVICE DISTRICT
d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, April 26, 2022, at 5:30 PM
The Board Room (direct access – northeast entrance)
95 South Pagosa Blvd., Pagosa Springs, CO 81147

**DUE TO THE PANDEMIC, IN-PERSON ATTENDEES WILL BE:
LIMITED, SCREENED PRIOR TO ENTERING THE MEETING, AND
REQUIRED TO WEAR A MASK**

Please use this link to join the meeting: <https://us02web.zoom.us/j/88304467907>
or telephone (346) 248-7799 or (669) 900-6833
Zoom Meeting ID: 883 0446 7907

AGENDA

1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD

- a) Confirmation of quorum
- b) Board member 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 comment and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Heather Thomas, 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) PRESENTATION *Recognition of Board members who have reached the end of their terms*

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Greg Schulte
 - ii) CEO Report Dr. Rhonda Webb
 - iii) Executive Committee Chair Schulte and V.Chair Mees
 - iv) Foundation Committee Dir. Mees, Dir. Dr. Pruitt and CEO R.Webb
 - v) Facilities Committee Dir. Mees, Dir. Daniels, and COO K.Douglas
 - vi) Strategic Planning Committee Dir. Schulte, Dir. Cox and CEO R.Webb
 - vii) [Finance Committee & Report](#) Treas./Sec. Zeigler and CFO C.Keplinger

b) **Written Reports** (*no oral report unless the Board has questions*)

i) [Operations Report](#)

COO-CNO, Kathee Douglas

ii) [Medical Staff Report](#)

Chief of Staff, Dr. John Wisneski

5) EXECUTIVE SESSION

There will be an executive session for 4 separate topics – legal compliance, CEO contract, litigation and real estate -- pursuant to the following subparagraphs of C.R.S. Section 24-6-402(4):

- (b) conferences with an attorney for USJHSD for the purpose of receiving legal advice on specific legal questions;
- (a) the possible purchase, acquisition, lease, transfer, or sale of real property owned by James Pruitt Properties LLC;
- (e) determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators.

6) DECISION AGENDA

- a) Consideration of [Resolution 2022-10](#) regarding approval to correct the employee PTO plan and policies going forward subject to acceptance by the Finance Committee.
- b) Consideration of [Resolution 2022-11](#) regarding consideration of long-term disability insurance (which includes an employee assistance program) for employees.
- c) Consideration of [Resolution 2022-12](#) regarding approval for the continuation of PSMC's Trauma Program.
- d) AS AND IF NEEDED: Consideration of [Resolution 2022-13](#) regarding authority for actions related to an offer from the USJHSD d/b/a PSMC to purchase the real property and building located at 75 S. Pagosa Blvd. owned by James Pruitt Properties, LLC.

7) 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 04/26/2022
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular Meeting of: 03/22/2022](#)
 - ii) [Special Meeting of: 3/31/2022](#)
 - iii) [Special Meeting of: 04/11/2022](#)
- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.

8) OTHER BUSINESS

9) ADJOURN

**Finance Committee & CFO Report for the
USJHSD Board Meeting on April 26, 2022**

The Board's Finance Committee met on April 19, 2022. The report below provides an overview of the financials and addresses any questions made by members of the Finance Committee.

1) **March Financials:**

a) **Bottom line and Income Statement:**

- i) Historically PSMC has a negative bottom line until May or June each year. PSMC's net income loss for March was \$92,064 a slightly lower loss than budgeted.
- ii) On volumes, staff reported that the OR and interventional pain management numbers stats have been restated to the beginning of the year to include both OR and interventional pain management services (for pain management, PSMC's certified nurse anesthetists provide treat pain with various injections, epidurals, radio frequency ablation and cervical blocks.
- iii) Expenses for March are 0.21% greater than budget. Expenses year-to-date are slightly higher than 2021 year-to-date – this is mostly due to traveler pay for clinical services.
- iv) Finance Committee noted that collections continued to improve and days of A/R dropped again to 49.5 days.

b) **Balance Sheet:**

- i) Days cash on hand increased from 136.8 days to 145.1 days of cash on hand.
- ii) On the Balance Sheet, PSMC has additional cash on hand that appears as both an asset and a liability as follows:
 - (1) \$669,775 (additional 6.49 days of cash) of CARES Funding (appears in the Assets column as "Relief Fund Restricted" and in the Liabilities column as "Relief Fund Liability").
 - (2) \$1,985,738 (additional 19.22 days of cash) of Medicare Accelerated Payment which was an advance and is applied against sums due to PSMC for Medicare services. Staff reported that these funds are being applied at a faster rate so we will see these funds depleted at a faster rate than the past. Any sums not applied through September are returned.

c) **Other:**

- i) The Finance Committee discussed the cost of offering, starting July 1, 2022, employees long-term disability insurance that includes an employee assistance plan. In addition, the Committee discussed arranging for a group discount for employees who want to purchase, at the employee's expense, short-term disability insurance.

2) **Finance Committee Recommendations:**

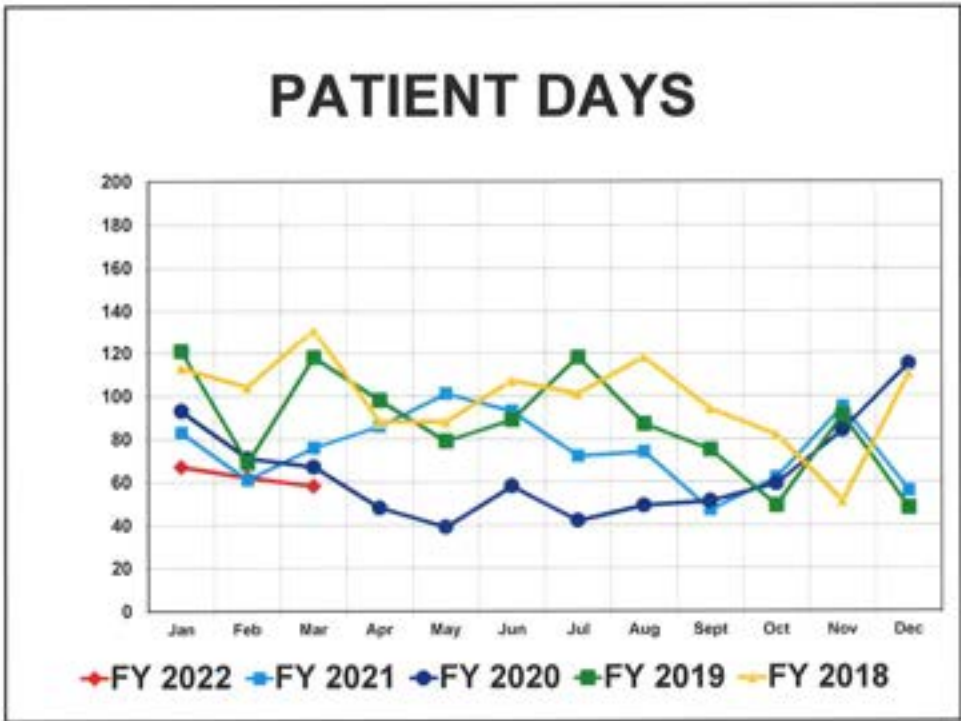
- a) The Finance Committee expressed no issues or concerns with the March 2022 financial reports.
- b) The Finance Committee had no objections to offering, starting July 1, 2022, employees long-term disability insurance that includes an employee assistance plan so long as the cost is less than \$50,000 per year. Further the Committee had no objection to PSMC arranging for a group discount for employees who want to purchase, at the employee's expense, short-term disability insurance.

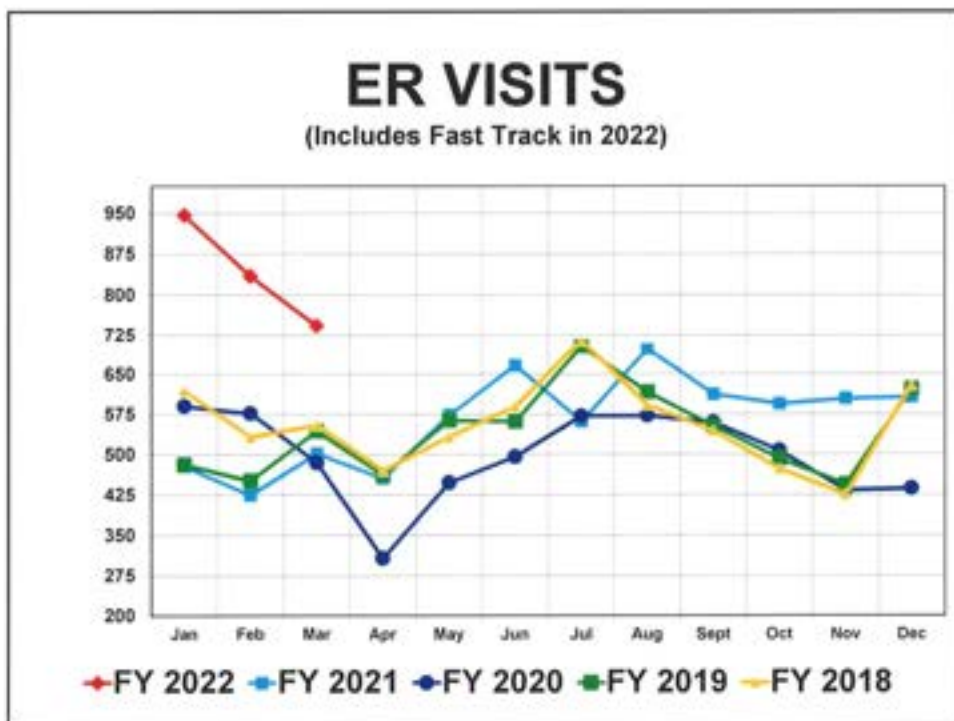


PAGOSA SPRINGS
Medical Center

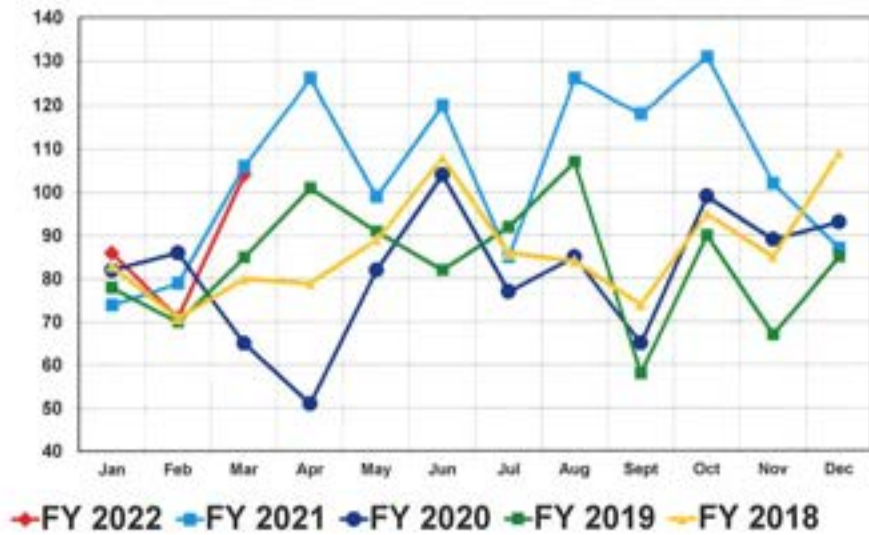
THE CARE YOU DESERVE, IN THE MOUNTAINS YOU LOVE

FINANCIAL PRESENTATION
YTD MARCH 2022

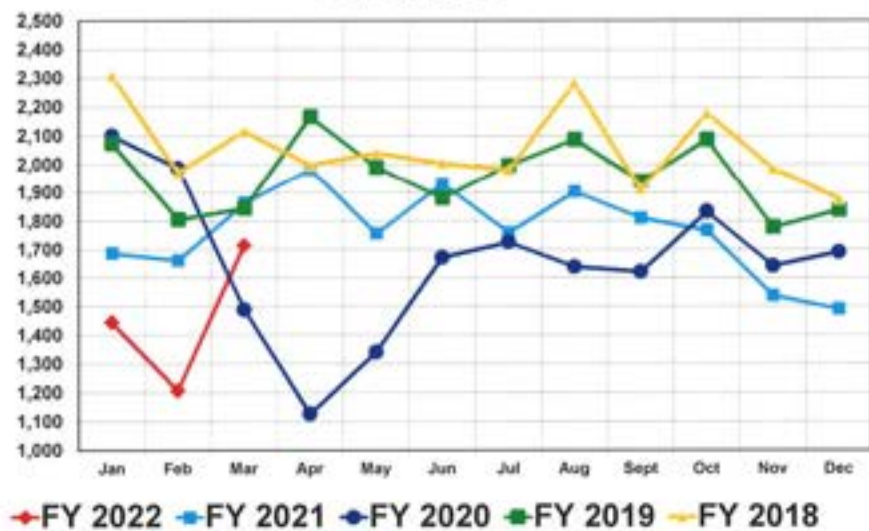


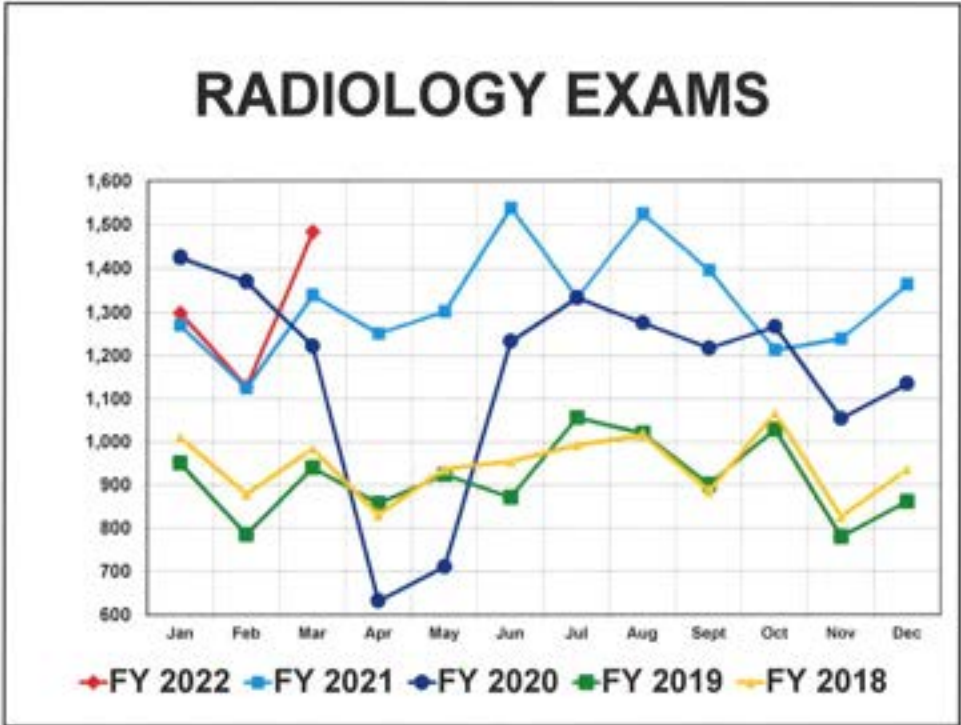


OR and PAIN Procedures



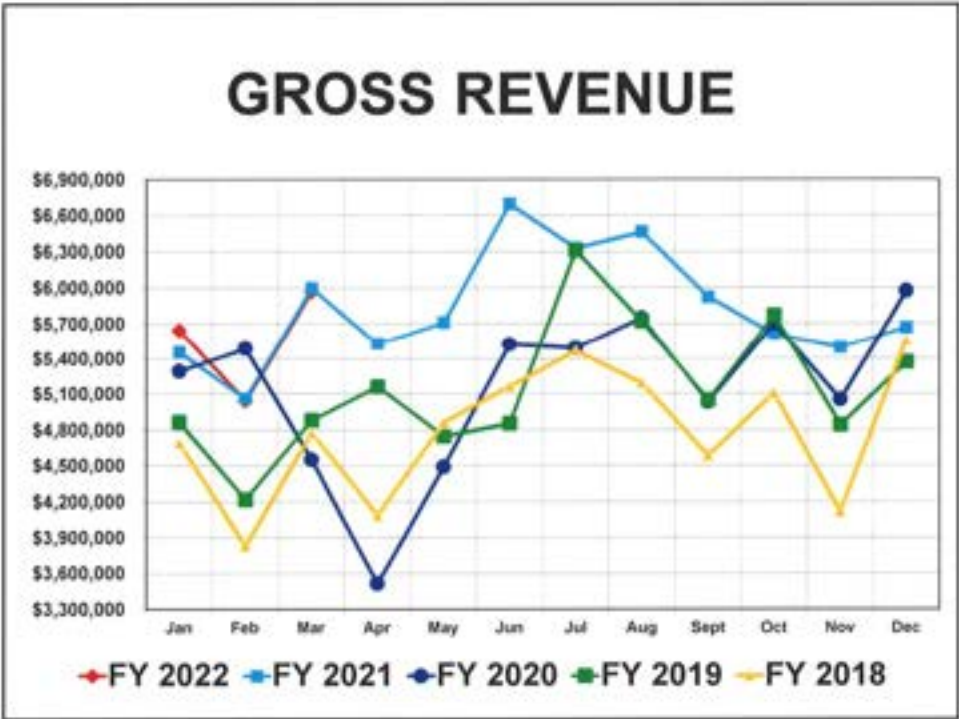
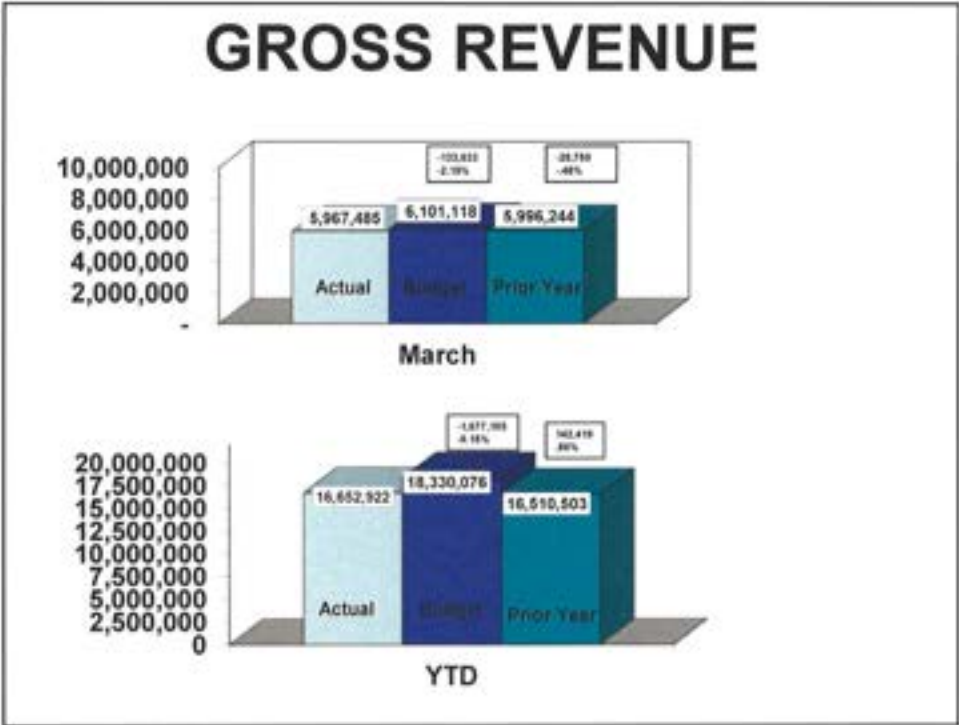
RURAL HEALTH CLINIC VISITS

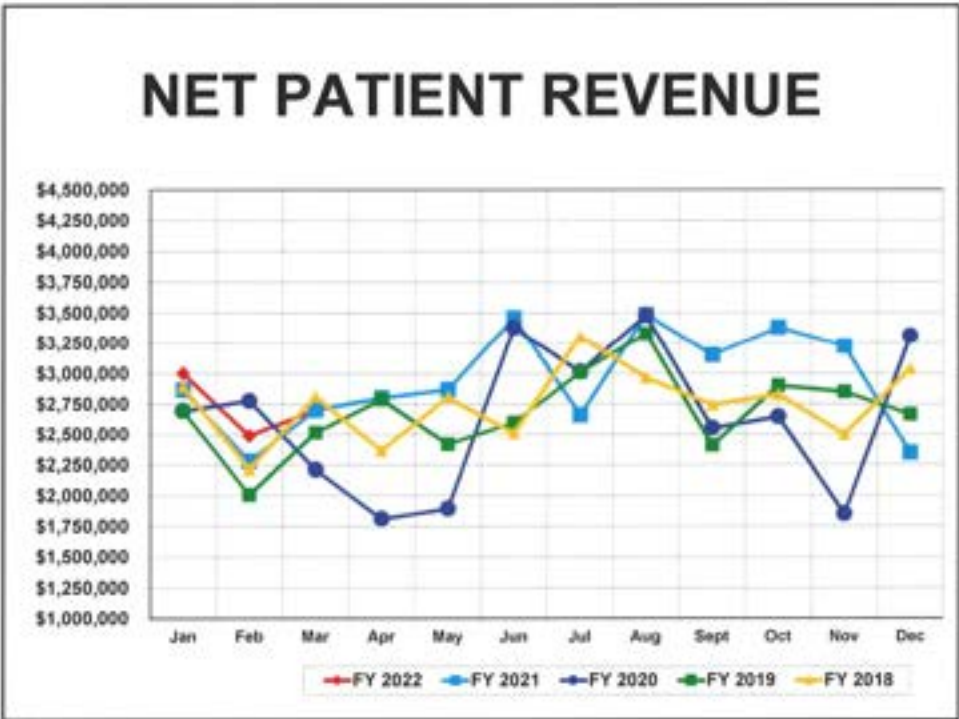
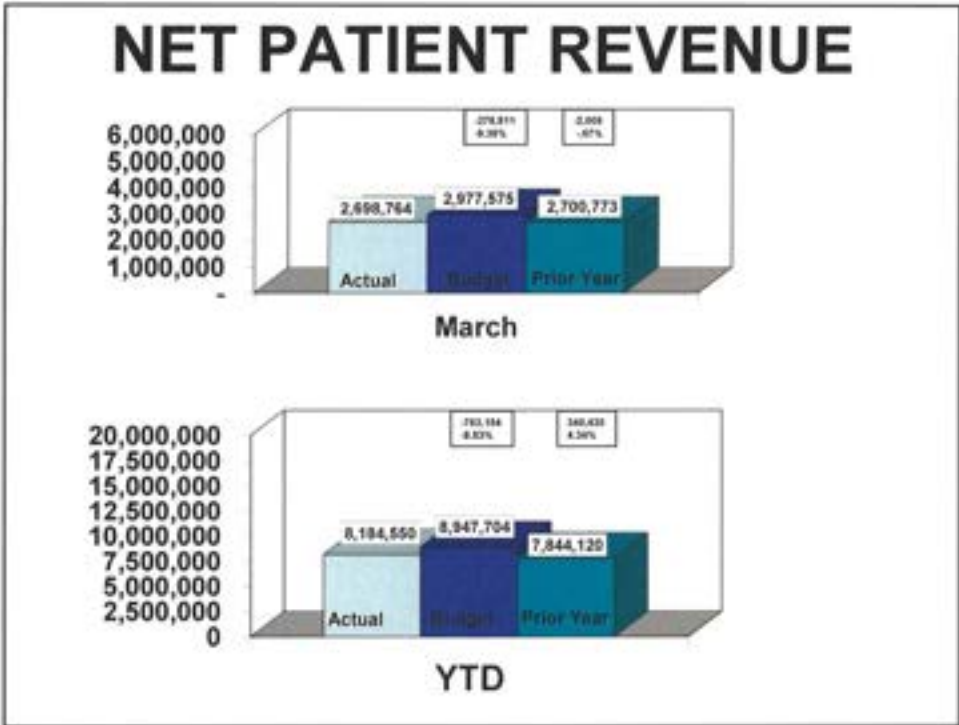


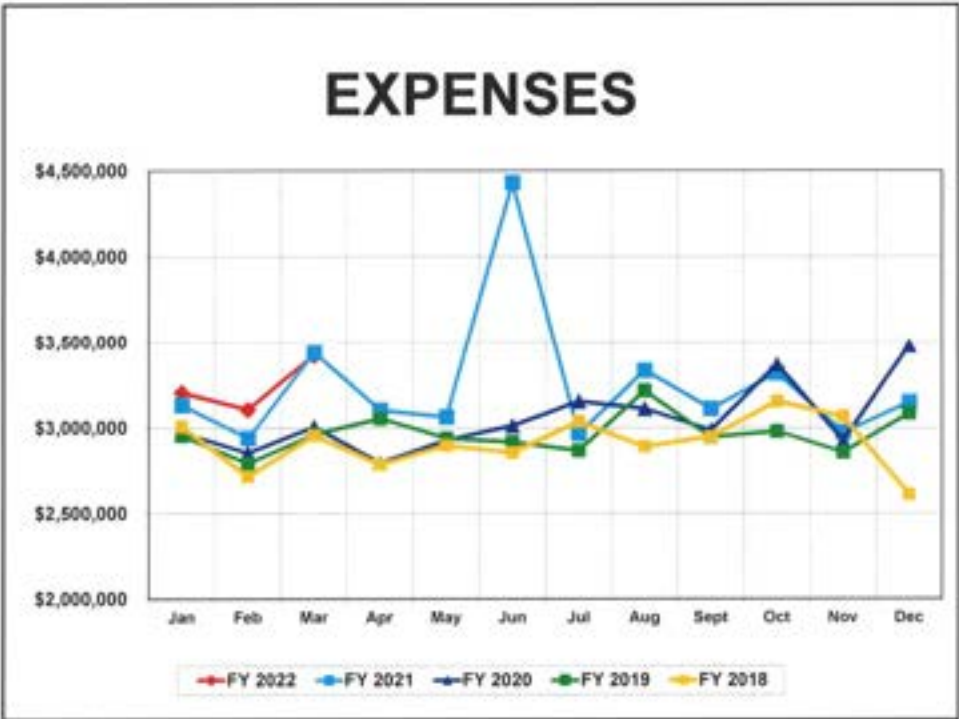
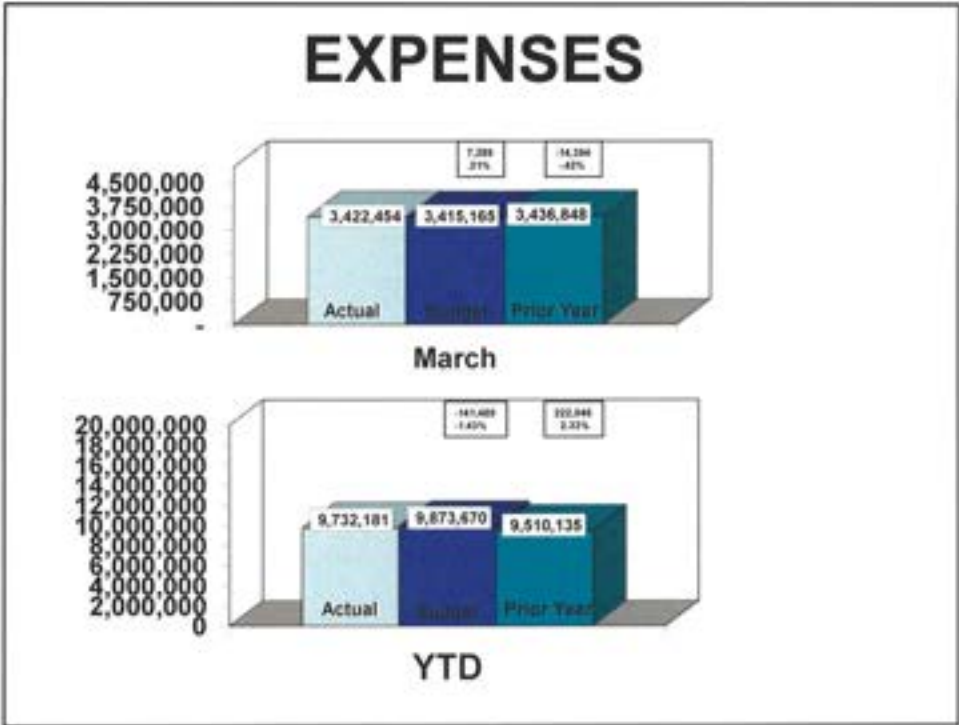


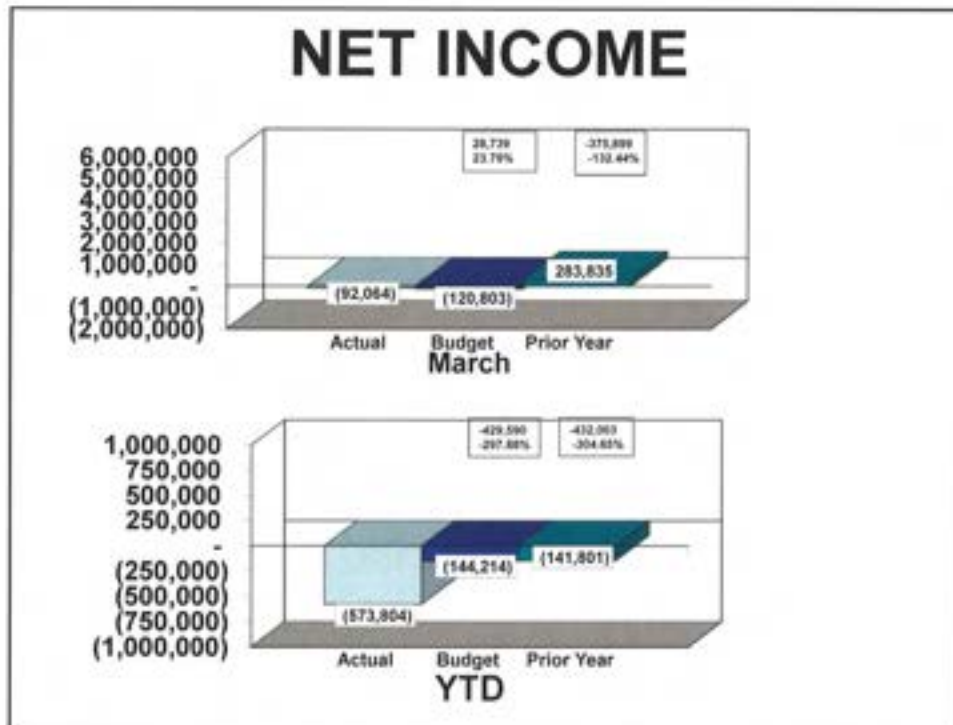
Summary of Financials

	February
Gross Revenue	\$ 5,041,318
Net Revenue	\$ 2,487,566
Expenses	\$ 3,105,594
Grants, 340B and Tax Revenue	\$ 228,947
Grants and 340B and Stimulus	\$ 158,599
Tax Revenue	\$ 70,348
Net Income	\$ -389,081



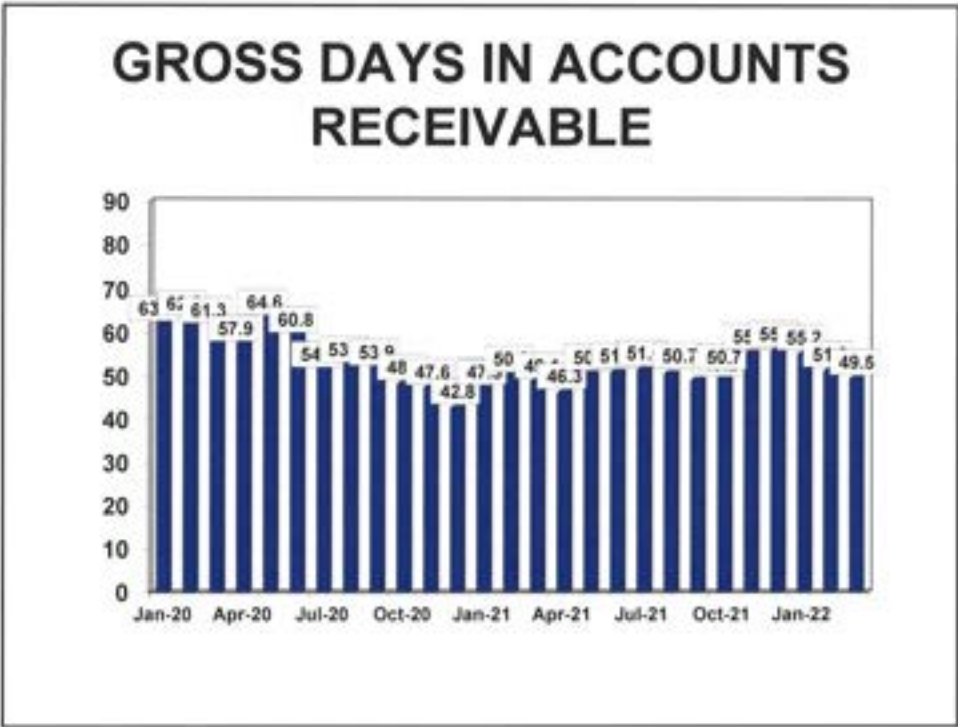


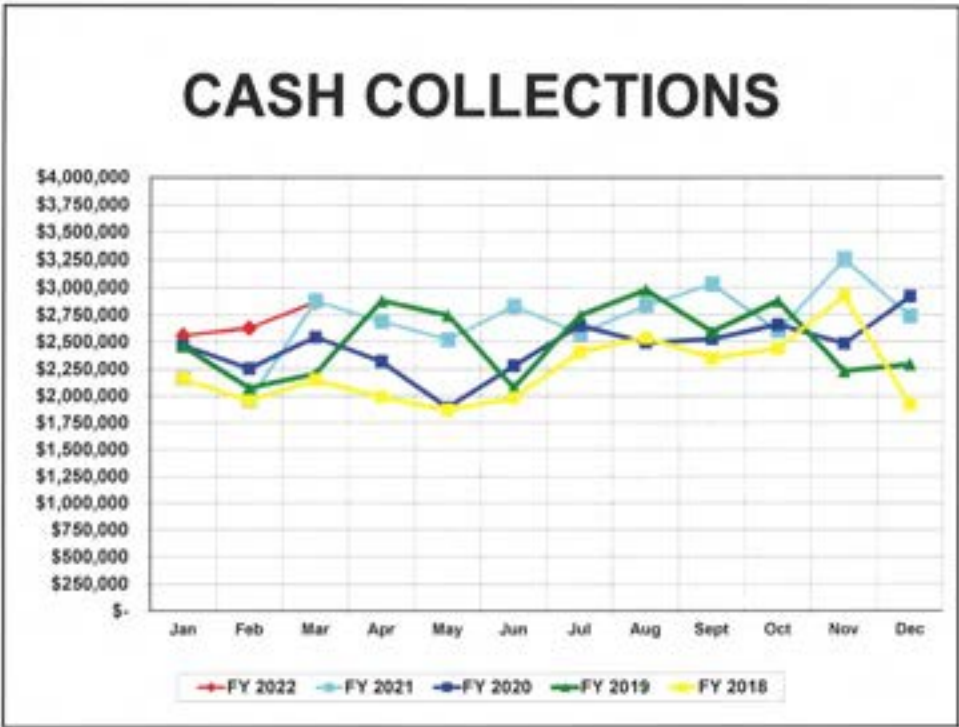




Summary of Financials

	March
Gross Revenue	\$ 5,907,495
Net Revenue	\$ 2,698,764
Expenses	\$ 3,422,454
Grants, 340B and Tax Revenue	\$ 631,626
Grants and 340B and Stimulus	\$ 141,297
Tax Revenue	\$ 490,329
Net Income	\$ -92,064





Pagosa Springs Medical Center

ORAL REPORTS 4.a.vii.

Income Statement - - March 31, 2022

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	Current Month				Year-to-Date			
	2022	Budget	Difference	Variance	2022	Budget	Difference	Variance
Revenue								
2 In-patient Revenue								
7 Total In-patient Revenue	526,767	471,834	54,933	12%	1,349,192	1,504,883	(155,691)	-10%
17 Total Out-patient Revenue	4,936,133	5,135,959	(199,826)	-4%	13,857,000	15,343,678	(1,486,678)	-10%
18 Professional Fees	504,585	493,325	11,260	2%	1,446,730	1,481,516	(34,786)	-2%
19 Total Patient Revenue	5,967,485	6,101,118	(133,633)	-2%	16,652,922	18,330,077	(1,677,155)	-9%
Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,024,571	3,178,533	(153,962)	-5%	8,093,976	9,547,548	(1,453,572)	-15%
22 Charity	50,114	-	50,114		98,949	-	98,949	
23 Bad Debt	434,201	211,661	222,540	105%	995,942	635,779	360,163	57%
24 Provider Fee & Other	(240,165)	(266,651)	26,486	-10%	(720,495)	(800,954)	80,459	-10%
25 Total Revenue Deductions & Bad Debt	3,268,721	3,123,543	145,178	5%	8,468,372	9,382,373	(914,001)	-10%
26 Total Net Patient Revenue	2,698,764	2,977,575	(278,811)	-9%	8,184,550	8,947,704	(763,154)	-9%
27 Grants	-	4,903	(4,903)	-100%	-	12,604	(12,604)	-100%
28 HHS Stimulus Other Revenue	-	-	-		-	-	-	
29 COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30 Other Operating Income - Misc	141,297	153,857	(12,560)	-8%	401,707	397,694	4,013	1%
31 Total Net Revenues	2,840,061	3,136,335	(296,274)	-9%	8,586,257	9,358,002	(771,745)	-8%
Operating Expenses								
33 Salary & Wages	1,633,832	1,783,408	(149,576)	-8%	4,831,281	5,075,675	(244,394)	-5%
34 Benefits	322,110	293,985	28,125	10%	759,103	858,742	(99,639)	-12%
35 Professional Fees/Contract Labor	224,216	39,842	184,374	463%	461,749	113,280	348,469	308%
36 Purchased Services	172,481	216,443	(43,962)	-20%	526,450	663,105	(136,655)	-21%
37 Supplies	578,568	545,991	32,577	6%	1,599,044	1,604,883	(5,839)	0%
38 Rent & Leases	15,425	15,547	(122)	-1%	57,759	44,571	13,188	30%
39 Repairs & Maintenance	35,867	47,060	(11,193)	-24%	159,494	134,352	25,142	19%
40 Utilities	40,642	45,403	(4,761)	-10%	161,287	133,500	27,787	21%
41 Insurance	35,209	29,221	5,988	20%	113,327	87,727	25,600	29%
42 Depreciation & Amortization	146,944	169,208	(22,264)	-13%	437,472	491,425	(53,953)	-11%
43 Interest	90,347	73,476	16,871	23%	242,629	208,279	34,350	16%
44 Other	126,813	155,581	(28,768)	-18%	382,586	458,131	(75,545)	-16%
45 Total Operating Expenses	3,422,454	3,415,165	7,289	0%	9,732,181	9,873,670	(141,489)	-1%
46 Operating Revenue Less Expenses	(582,393)	(278,830)	(303,563)	109%	(1,145,924)	(515,668)	(630,256)	122%
Non-Operating Income								
47 Tax Revenue	490,329	138,687	351,642	254%	572,120	325,994	246,126	76%
49 Donations	-	19,340	(19,340)	-100%	-	45,460	(45,460)	-100%
50 Total Non-Operating Income	490,329	158,027	332,302	210%	572,120	371,454	200,666	54%
51 Total Revenue Less Total Expenses	\$ (92,064)	\$ (120,803)	\$ 28,739	-24%	\$ (573,804)	\$ (144,214)	\$ (429,590)	298%

Income Statement Comparison - - - March 31, 2022

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	2022	Current Month 2021	Difference	Variance	2022	Year-to-Date 2021	Difference	Variance
Revenue								
7 Total In-patient Revenue	526,767	408,585	118,182	29%	1,349,192	1,306,354	42,838	3%
17 Total Out-patient Revenue	4,936,133	5,094,694	(158,561)	-3%	13,857,000	13,860,100	(3,100)	0%
18 Professional Fees	504,585	492,965	11,620	2%	1,446,730	1,344,049	102,681	8%
19 Total Patient Revenue	5,967,485	5,996,244	(28,759)	0%	16,652,922	16,510,503	142,419	1%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,024,571	3,293,732	(269,161)	-8%	8,093,976	8,678,758	(584,782)	-7%
22 Charity	50,114	94,777	(44,663)	-47%	98,949	288,876	(189,927)	-66%
23 Bad Debt	434,201	116,969	317,232	271%	995,942	328,770	667,172	203%
24 Provider Fee & Other	(240,165)	(210,007)	(30,158)	14%	(720,495)	(630,021)	(90,474)	14%
25 Total Revenue Deductions & Bad Debt	3,268,721	3,295,471	(26,750)	-1%	8,468,372	8,666,383	(198,011)	-2%
26 Total Net Patient Revenue	2,698,764	2,700,773	(2,009)	0%	8,184,550	7,844,120	340,430	4%
27 Grants	-	344,101	(344,101)	-100%	-	503,855	(503,855)	-100%
28 HHS Stimulus Other Revenue	-	101,863	(101,863)	-100%	-	101,863	(101,863)	-100%
29 COVID PPP Loan Forgiveness	-	-	-	-	-	-	-	-
30 Other Operating Income - Misc	141,297	158,334	(17,037)	-11%	401,707	431,759	(30,052)	-7%
31 Total Net Revenues	2,840,061	3,305,071	(465,010)	-14%	8,586,257	8,881,597	(295,340)	-3%
32 Operating Expenses								
33 Salary & Wages	1,633,832	1,722,976	(89,144)	-5%	4,831,281	4,956,400	(125,119)	-3%
34 Benefits	322,110	368,347	(46,237)	-13%	759,103	878,805	(119,702)	-14%
35 Professional Fees/Contract Labor	224,216	30,473	193,743	636%	461,749	86,984	374,765	431%
36 Purchased Services	172,481	154,382	18,099	12%	526,450	458,513	67,937	15%
37 Supplies	578,568	626,264	(47,696)	-8%	1,599,044	1,481,255	117,789	8%
38 Rent & Leases	15,425	36,113	(20,688)	-57%	57,759	104,257	(46,498)	-45%
39 Repairs & Maintenance	35,867	41,528	(5,661)	-14%	159,494	136,275	23,219	17%
40 Utilities	40,642	33,792	6,850	20%	161,287	138,700	22,587	16%
41 Insurance	35,209	29,614	5,595	19%	113,327	88,733	24,594	28%
42 Depreciation & Amortization	146,944	147,773	(829)	-1%	437,472	449,622	(12,150)	-3%
43 Interest	90,347	84,093	6,254	7%	242,629	252,630	(10,001)	-4%
44 Other	126,813	161,493	(34,680)	-21%	382,586	477,961	(95,375)	-20%
45 Total Operating Expenses	3,422,454	3,436,848	(14,394)	0%	9,732,181	9,510,135	222,046	2%
46 Operating Revenue Less Expenses	(582,393)	(131,777)	(450,616)	342%	(1,145,924)	(628,538)	(517,386)	82%
47 Non-Operating Income								
48 Tax Revenue	490,329	415,612	74,717	18%	572,120	486,737	85,383	18%
49 Donations	-	-	-	-	-	-	-	-
50 Total Non-Operating Income	490,329	415,612	74,717	18%	572,120	486,737	85,383	18%
51 Total Revenue Less Total Expenses	\$ (92,064)	\$ 283,835	\$ (375,899)	-132%	\$ (573,804)	\$ (141,801)	(432,003)	305%

Balance Sheet - - - March 31, 2022

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 14,118,616	\$ 13,742,294	Accts Payable - System	\$ 947,365	\$ 695,157
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	929,076	879,896
Bond Funds - 2016 Bonds	10	580	Cost Report Settlement Res	793,340	796,524
Bond Funds - 2021 / 2006	866,477	390,166	Wages & Benefits Payable	1,485,977	1,357,913
Escrow - UMB	-	-	Deferred Revenue	875,284	1,365,613
COVID PPP	-	-	COVID PPP Short Term Loan	-	-
Relief Fund Cash Restricted	669,775	669,775	Relief Fund Liability	669,775	669,775
Medicare Accelerated Pmt	1,985,738	2,258,250	Medicare Accelerated Pmt Liab	1,985,738	2,258,250
Total Cash	18,519,347	17,939,796	Current Portion of LT Debt-Lease	18,007	32,374
			Current Portion of LT Debt-2006	-	-
Accounts Receivable			Current Portion of LT Debt-2016	340,000	340,000
Patient Revenue - Net	4,319,418	4,682,554	Total Current Liabilities	8,044,562	8,395,502
Other Receivables	1,217,949	1,720,535			
Total Accounts Receivable	5,537,367	6,403,089	Long-Term Liabilities		
			Leases Payable	-	-
Inventory	1,809,592	1,802,874	Equipment Lease (Wells Fargo)	-	-
			Bond Premium (Net) - 2006 Def Outflows	202,414	203,526
Total Current Assets	25,866,306	26,145,759	Bond Premium (Net) - 2016	122,772	123,197
			Bond Premium (Net) - 2021	750,554	754,525
Fixed Assets			Bonds Payable - 2021	7,885,000	7,885,000
Property Plant & Equip (Net)	7,662,323	7,221,449	Bonds Payable - 2006	-	-
Electronic Health Record (Net)	-	-	Bonds Payable - 2016	9,250,000	9,250,000
Clinic Expansion	13,377,405	13,377,405	Total Long-Term Liabilities	18,210,740	18,216,248
Work In Progress	321,855	904,879			
Land	101,000	101,000	Net Assets		
Total Fixed Assets	21,462,583	21,604,733	Un-Restricted	22,063,448	22,063,448
			Current Year Net Income/Loss	(573,804)	(481,740)
Other Assets			Total Un-Restricted	21,489,644	21,581,708
Prepays & Other Assets	416,057	442,966			
Total Other Assets	416,057	442,966	Restricted		
			Total Net Assets	21,489,644	21,581,708
Total Assets	\$ 47,744,946	\$ 48,193,458	Total Liabilities & Net Assets	\$ 47,744,946	\$ 48,193,458

Monthly Trends

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Activity	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	YTD Total
2 In-Patient Admissions	31	30	31	30	31	31	30	31	30	31	31	28	31	90
3 In-Patient Days	27	33	41	33	35	32	17	24	32	27	31	25	22	78
4 Avg Stay Days (In-patients)	76	86	101	93	72	74	47	62	95	56	67	62	58	187
	2.8	2.6	2.5	2.8	2.1	2.3	2.8	2.6	3.0	2.1	2.2	2.5	2.6	2.4
5 Swing Bed Admissions	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	-
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	2.5	2.9	3.3	3.1	2.3	2.4	1.6	2.0	3.2	1.8	2.2	2.2	1.9	2.1
Statistics														
9 E/R visits	501	455	573	666	561	697	612	594	604	607	946	834	742	2,522
10 Observ Hours	458	291	428	685	713	513	538	228	97	319	416	343	490	1,249
11 Lab Tests	5,810	5,583	6,045	6,032	5,687	5,586	5,409	5,918	6,005	5,498	5,660	4,897	5,200	15,757
12 Radiology/CT/MRI Exams	1,341	1,252	1,304	1,539	1,335	1,525	1,397	1,214	1,240	1,365	1,299	1,195	1,483	3,977
14 OR Cases	106	126	99	120	85	126	118	131	102	87	86	71	104	261
15 Clinic Visits	1,863	1,983	1,756	1,931	1,759	1,902	1,810	1,766	1,536	1,490	1,444	1,206	1,714	4,364
16 Spec. Clinic Visits	79	109	101	113	204	89	85	75	46	37	33	32	44	109
17 Oncology Clinic Visits	129	127	116	127	90	135	119	114	110	103	106	107	116	329
18 Oncology/Infusion Patients	175	150	158	159	151	195	160	156	193	174	193	198	166	557
19 Infusion Patients	78	51	75	96	122	109	92	93	137	101	109	108	116	333
20 EMS Transports	108	83	112	137	113	126	108	93	106	124	101	100	112	313
21 Total Stats	10,648	10,210	10,767	11,605	10,820	11,003	10,448	10,382	10,176	9,905	10,393	9,091	10,287	29,771

Statistical Review										Page 5
2022	March			March			March 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	22	28	(6)	78	84	(6)	78	83	(5)	-6%
4 Swing Bed	-	-	-	-	-	-	-	-	-	-
5 Total	22	28	(6)	78	84	(6)	78	83	(5)	-6%
7 Patient Days:										
8 Acute	58	69	(11)	187	207	(20)	187	220	(33)	-15%
9 Swing Bed	-	-	-	-	-	-	-	-	-	-
10 Total	58	69	(11)	187	207	(20)	187	220	(33)	-15%
12 Average Daily Census:										
13 # Of Days	31	31		90	90		90	90		
14 Acute	1.9	2.2	(0.4)	2.1	2.3	(0.2)	2.1	2.4	(0.4)	-15%
15 Swing Bed	-	-	-	-	-	-	-	-	-	-
16 Total	1.9	2.2	(0.4)	2.1	2.3	(0.2)	2.1	2.4	(0.4)	-15%
18 Length of Stay:										
19 Acute	2.6	2.5	0.2	2.4	2.5	(0.1)	2.4	2.7	(0.3)	-10%
20 Swing Bed	-	-	-	-	-	-	-	-	-	0%
21 Total	2.6	2.5	0.2	2.4	2.5	(0.1)	2.4	2.7	(0.3)	-10%
33 Out-Patient										
34 Out-Patient Visits										
35 E/R Visits	743	547	196	2,522	1,634	888	2,522	1,403	1,119	80%
36 Observ admissions	27	25	2	62	75	(13)	62	84	(22)	-26%
37 Lab Tests	5,200	5,567	(367)	15,757	16,632	(875)	15,757	16,465	(708)	-4%
38 Radiology/CT/MRI Exams/M	1,483	1,292	191	3,977	3,859	118	3,977	3,738	239	6%
39 OR Cases	104	103	1	261	308	(47)	261	259	2	1%
40 Clinic Visits	1,714	1,725	(11)	4,364	5,154	(790)	4,364	5,210	(846)	-16%
41 Spec. Clinic Visits	44	94	(50)	109	281	(172)	109	312	(203)	-65%
42 Oncology Clinic Visits	116	112	4	329	334	(5)	329	314	15	5%
43 Oncology/Infusion Patients	166	154	12	557	461	96	557	376	181	48%
44 Infusion Patients	116	85	31	333	253	80	333	150	183	122%
45 EMS Transports	112	106	6	313	317	(4)	313	312	1	0%
46 Total	9,825	9,810	15	28,584	29,308	(724)	28,584	28,623	(39)	0%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 31, 2022

Page 6

	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
1 Medicare	\$ 1,942,816	\$ 336,047	\$ 159,594	\$ 81,982	\$ 75,318	\$ 53,521	\$ 155,374	\$ 2,804,652	31%	
1 Medicaid	\$ 570,058	\$ 65,882	\$ 123,095	\$ 38,788	\$ 22,802	\$ 28,976	\$ 297,580	\$ 1,147,181	13%	
4 Third Party	\$ 1,500,501	\$ 493,871	\$ 247,740	\$ 216,315	\$ 121,151	\$ 78,515	\$ 417,170	\$ 3,075,263	34%	
1 Self-Pay	\$ 256,437	\$ 256,679	\$ 254,945	\$ 200,843	\$ 209,307	\$ 93,050	\$ 850,202	\$ 2,121,463	23%	
Current Month Total	\$ 4,269,812	\$ 1,152,479	\$ 785,374	\$ 537,928	\$ 428,578	\$ 254,062	\$ 1,728,326	\$ 9,148,559	100%	167,155
Pct of Total	47%	13%	9%	6%	5%	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	100%	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	100%	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	100%	246,249
Pct of Total	43%	17%	9%	6%	5%	3%	17%	100%		
Nov-21	\$ 5,254,766	\$ 1,288,663	\$ 765,276	\$ 595,925	\$ 429,612	\$ 449,363	\$ 1,582,207	\$ 10,366,811	100%	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	100%	372,288
Pct of Total	46%	14%	8%	6%	7%	3%	16%	100%		
Sep-21	\$ 4,623,878	\$ 1,367,954	\$ 793,192	\$ 861,326	\$ 484,324	\$ 263,617	\$ 1,610,326	\$ 10,004,617	100%	251,846
Pct of Total	46%	14%	8%	9%	5%	3%	16%	100%		
Aug-21	\$ 5,070,970	\$ 1,423,538	\$ 1,289,523	\$ 637,852	\$ 423,338	\$ 370,971	\$ 1,518,317	\$ 10,734,509	100%	181,959
Pct of Total	47%	13%	12%	6%	4%	3%	14%	100%		
Jul-21	\$ 4,918,121	\$ 1,859,528	\$ 864,925	\$ 524,846	\$ 546,331	\$ 340,021	\$ 1,455,387	\$ 10,509,159	100%	125,498
Pct of Total	47%	18%	8%	5%	5%	3%	14%	100%		
Jun-21	\$ 4,450,225	\$ 991,357	\$ 492,319	\$ 470,912	\$ 586,430	\$ 386,858	\$ 1,658,314	\$ 9,036,415	100%	248,707
Pct of Total	49%	11%	5%	5%	6%	4%	18%	100%		
May-21	\$ 4,564,596	\$ 1,223,151	\$ 900,499	\$ 559,379	\$ 516,823	\$ 338,558	\$ 1,383,875	\$ 9,486,881	100%	95,678
Pct of Total	48%	13%	9%	6%	5%	4%	15%	100%		
Apr-21	\$ 4,315,723	\$ 1,332,592	\$ 712,599	\$ 645,005	\$ 417,714	\$ 166,007	\$ 1,174,380	\$ 8,764,020	100%	190,242
Pct of Total	49%	15%	8%	7%	5%	2%	13%	100%		
Mar-21	\$ 4,536,107	\$ 1,283,697	\$ 893,010	\$ 614,678	\$ 287,740	\$ 205,954	\$ 1,187,089	\$ 9,008,275	100%	141,056
Pct of Total	50%	14%	10%	7%	3%	2%	13%	100%		
Feb-21	\$ 4,632,177	\$ 1,808,956	\$ 796,014	\$ 329,120	\$ 255,606	\$ 194,030	\$ 1,194,813	\$ 9,210,716	100%	116,794
Pct of Total	50%	20%	9%	4%	3%	2%	13%	100%		
Jan-21	\$ 4,667,228	\$ 1,324,541	\$ 489,574	\$ 380,972	\$ 303,832	\$ 307,163	\$ 1,102,666	\$ 8,575,976		197,220

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 31, 2022

Page 6

		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	54%		15%		6%		4%		4%		4%		13%		100%		
	Dec-20	\$	4,315,448	\$	835,664	\$	542,288	\$	394,340	\$	421,056	\$	304,468	\$	965,830	\$	7,779,094	222,785
	Pct of Total	55%		11%		7%		5%		5%		4%		12%		100%		
	Nov-20	\$	4,108,089	\$	1,171,013	\$	583,125	\$	541,005	\$	584,542	\$	275,531	\$	985,311	\$	8,248,616	172,213
	Pct of Total	50%		14%		7%		7%		7%		3%		12%		100%		
	Oct-20	\$	4,351,562	\$	1,054,133	\$	832,882	\$	694,766	\$	372,848	\$	200,118	\$	1,158,212	\$	8,664,521	855,499
	Pct of Total	50%		12%		10%		8%		4%		2%		13%		100%		
	Sep-20	\$	4,073,962	\$	1,528,744	\$	916,786	\$	468,911	\$	324,972	\$	204,586	\$	2,011,419	\$	9,529,381	12,049
	Pct of Total	43%		16%		10%		5%		3%		2%		21%		100%		
12	Pct Settled (Current)				72.6%		43.5%		20.2%		25.5%		38.5%		-455.3%			
13	Pct Settled (Feb from Jan)				71.1%		44.7%		40.6%		27.9%		38.6%		-427.2%			
14	Pct Settled (Jan from Dec)				72.4%		45.3%		36.1%		19.8%		29.5%		-454.9%			
15	Pct Settled (Dec from Nov)				66.3%		30.4%		17.8%		21.0%		30.2%		-282.1%			
16	Pct Settled (Nov from Oct)				71.9%		45.8%		23.9%		25.0%		32.1%		-378.9%			

Pagosa Springs Medical Center

Pagosa Springs Medical Center - - - Net Days in A/R 2022

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	31	28	31	30	31	30
	Jan-22	Feb-22	Mar-22	Apr-21	May-21	Jun-21
2 Net Accounts Receivable	\$ 5,205,517	\$ 4,682,554	\$ 4,319,418	\$ 3,777,753	\$ 3,877,097	\$ 4,279,409
3 Net Patient Revenue	\$ 2,998,220	\$ 2,487,566	\$ 2,698,764	\$ 2,799,928	\$ 2,867,264	\$ 3,457,110
4 Net Patient Rev/Day (2 month Avg)	\$ 86,218	\$ 92,779	\$ 87,949	\$ 90,226	\$ 92,912	\$ 103,865
5 Net Days in A/R	60	50	49	42	42	41

	31	31	30	31	30	31
	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
7 Net Accounts Receivable	\$ 4,520,929	\$ 4,713,332	\$ 4,472,476	\$ 4,754,058	\$ 5,115,376	\$ 4,491,257
8 Net Patient Revenue	\$ 2,659,431	\$ 3,484,951	\$ 3,150,551	\$ 3,377,543	\$ 3,221,526	\$ 2,347,320
9 Net Patient Rev/Day (2 month Avg)	\$ 100,513	\$ 99,103	\$ 108,718	\$ 106,986	\$ 108,169	\$ 91,552
10 Net Days in A/R	45	48	41	44	47	49

Pagosa Springs Medical Center - - - Gross Days Target
--

12 Medicare	33%	21	\$ 87,904	\$ 609,174
13 Medicaid	7%	35	\$ 87,904	\$ 215,365
14 Blue Cross	15%	48	\$ 87,904	\$ 632,908
15 Commercial	26%	65	\$ 87,904	\$ 1,485,576
16 Self Pay	19%	150	\$ 87,904	\$ 2,505,261
17 Total:	100%			\$ 5,448,284
18				\$ 87,904
19			Gross Days in A/R Target	62

Pagosa Springs Medical Center
Revenue by Financial Class
March 31, 2022

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	68,175.22	68,175.22	1.14%
Blue Cross	30,852.60	661,183.36	692,035.96	11.60%
Champus	-	48,766.48	48,766.48	0.82%
Commercial Insurance	121,903.48	685,416.08	807,319.56	13.53%
Medicaid	97,475.50	977,442.89	1,074,918.39	18.01%
Medicare	272,012.70	1,802,419.96	2,074,432.66	34.76%
Medicare HMO	53,116.70	592,739.53	645,856.23	10.82%
Self Pay	12,812.30	201,308.01	214,120.31	3.59%
Self Pay - Client Billing	-	8,551.80	8,551.80	0.14%
Veterans Administration	-	215,568.49	215,568.49	3.61%
Workers Compensation	-	117,739.66	117,739.66	1.97%
Total	588,173.28	5,379,311.48	5,967,484.76	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/2021 % YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD	12/31/16 % YTD
Auto/Liability Insurance	-	96,250.02	96,250.02	0.58%	1.41%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	86,252.30	1,732,172.33	1,818,424.63	10.92%	11.40%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	-	144,917.83	144,917.83	0.87%	0.95%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	216,149.58	1,750,072.56	1,966,222.14	11.81%	12.12%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	265,253.20	2,766,347.85	3,031,601.05	18.20%	17.50%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	578,374.34	5,235,769.91	5,814,144.25	34.91%	36.51%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	304,737.57	1,893,892.71	2,198,630.28	13.20%	11.01%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	46,740.39	517,653.83	564,394.22	3.39%	3.95%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	65,078.04	65,078.04	0.39%	0.36%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	49,517.00	683,164.25	732,681.25	4.40%	3.76%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	220,579.17	220,579.17	1.32%	1.03%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	1,547,024.38	15,105,898.50	16,652,922.88	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.97%
Blank										0.00%
HMO (Health Maint Org)										0.03%
Total					100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

	March 2022
Cash Flows from operating activities	
Change in net assets	(92,064)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	146,944
Patient accounts receivable	363,136
Accounts payable and wages payable	380,272
Accrued liabilities	49,180
Pre-paid assets	26,909
Deferred revenues	(490,329)
Other receivables	502,586
Reserve for third party settlement	(3,184)
Inventory	(6,718)
Net Cash Provided by (used in) operating activities	876,732
Cash Flows from investing activities	
Purchase of property and equipment	(593,326)
Work in progress	583,024
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(10,302)
Cash Flows from financing activities	
Principal payments on long-term debt	-
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Recognize Amounts from Relief Fund	-
Payments/Proceeds from Medicare Accelerated Payment	(272,512)
Change in Prior Year Net Assets	-
Change in leases payable	(14,367)
Net Cash Provided by (used in) financing activities	(286,879)
Net Increase(Decrease) in Cash	579,551
Cash Beginning of Month	17,939,796
Cash End of Month	18,519,347

2022						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-22	\$2,121,338.00	\$2,559,519.95	\$438,181.95	120.66%	\$ (89,581.25)	\$2,469,938.70
Feb-22	\$2,758,055.00	\$2,629,036.30	(\$129,018.70)	95.32%	\$ 229,760.89	\$2,858,797.19
Mar-22	\$2,447,401.00	\$2,867,669.94	\$420,268.94	117.17%	\$ (100,621.01)	\$2,767,048.93
	\$7,326,794.00	\$8,056,226.19	\$729,432.19	109.96%	\$ 39,558.63	\$8,095,784.82

Pagosa Springs Medical Center
Cash Forecast as of end of February 2022
Forecast Months Based on Budget and Actual

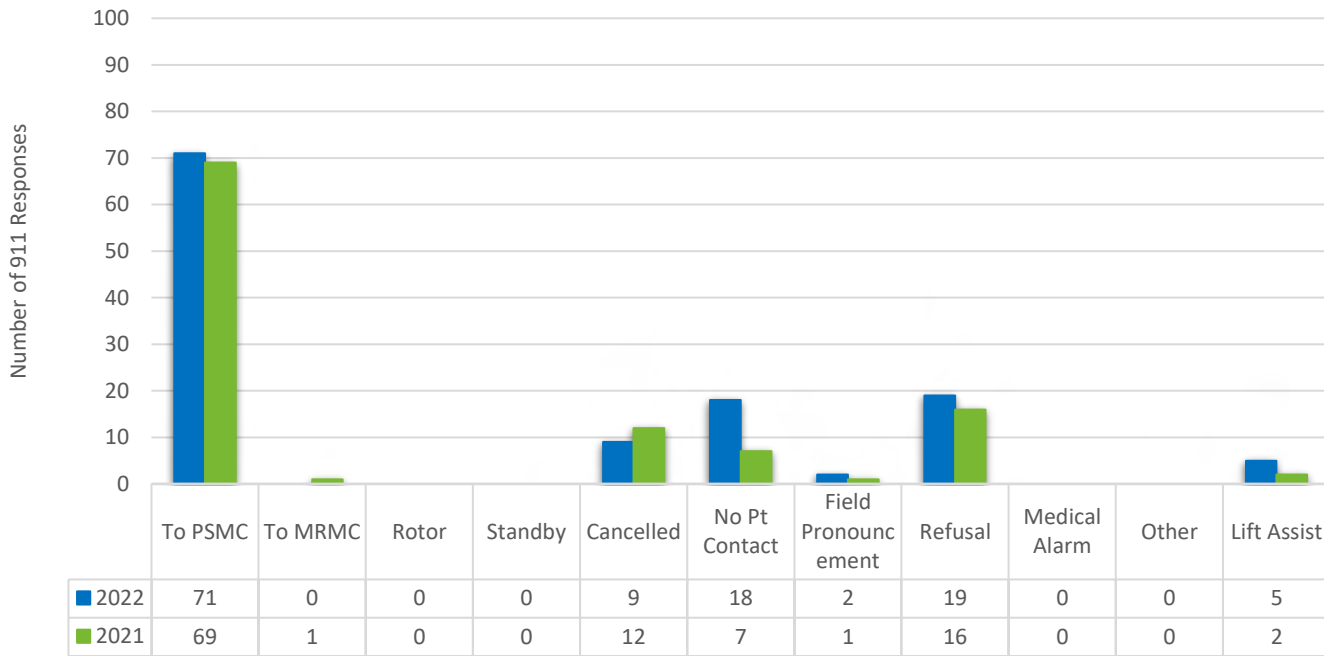
Prepared 3/10/2022
Cash balance 18,153,025
at 12/31/21

	(1) Net Asset Change	(2) Depreciation	(3) Receivables	(4) Payables & Other Liabilities	(5) Pre-Paid Assets	(6) Deferred Revenue	(7) Third Party	(8) Inventory	(9) Equipment Purchase	(10) Lease Payables	(11) Other	Net Cash Change	Balance
January 2022 (Actual)	(92,659)	145,357	(208,375)	1,309	(27,688)	-	(43,608)	(3,452)	(38,542)	(14,316)	(143,656)	(425,630)	17,727,395
February 2022 (Actual)	(389,081)	145,171	749,244	284,437	(8,139)	(70,348)	(204,353)	2,184	(122,975)	(14,341)	(159,398)	212,401	17,939,796
March 2022 (Actual)	(92,064)	146,944	865,722	429,452	26,909	(490,329)	(3,184)	(6,718)	(10,302)	(14,367)	(272,512)	579,551	18,519,347
April 2022 (Budget)	(213,980)	172,209	(75,000)	25,000	5,000	-	50,000	5,000	(100,000)	(30,000)	10,968	(150,803)	18,368,544
May 2022 (Budget)	27,608	173,209	(75,000)	25,000	5,000	-	(50,000)	5,000	(50,000)	(30,000)	10,968	41,785	18,410,329
June 2022 (Budget)	(84,597)	178,170	(75,000)	25,000	5,000	-	(50,000)	5,000	(100,000)	(30,000)	10,968	(115,459)	18,294,870
July 2022 (Budget)	461,651	195,208	(75,000)	25,000	5,000	-	50,000	5,000	(50,000)	(30,000)	10,968	597,827	18,892,697
August 2022 (Budget)	288,228	200,209	(75,000)	25,000	5,000	-	(50,000)	5,000	(100,000)	(30,000)	10,968	279,405	19,172,102
September 2022 (Budget)	291,487	206,208	(75,000)	25,000	5,000	-	(50,000)	5,000	(50,000)	(30,000)	10,968	338,663	19,510,765
October 2022 (Budget)	(148,862)	211,208	(75,000)	25,000	5,000	-	50,000	5,000	(100,000)	(30,000)	10,968	(46,686)	19,464,079
November 2022 (Budget)	(15,488)	217,207	(75,000)	25,000	5,000	-	(50,000)	5,000	(50,000)	(30,000)	10,968	42,687	19,506,766
December 2022 (Budget)	38,367	217,207	(75,000)	25,000	5,000	-	50,000	5,000	(110,495)	(30,000)	10,972	136,051	19,642,817
Totals	70,610	2,208,307	731,591	940,198	36,082	(560,677)	(301,145) 981,635	37,014	(882,314)	(313,024)	(476,850)	1,489,792	19,642,817
													at 12/31/21
													6,196,473

Operations Report for March 2022

EMS: March

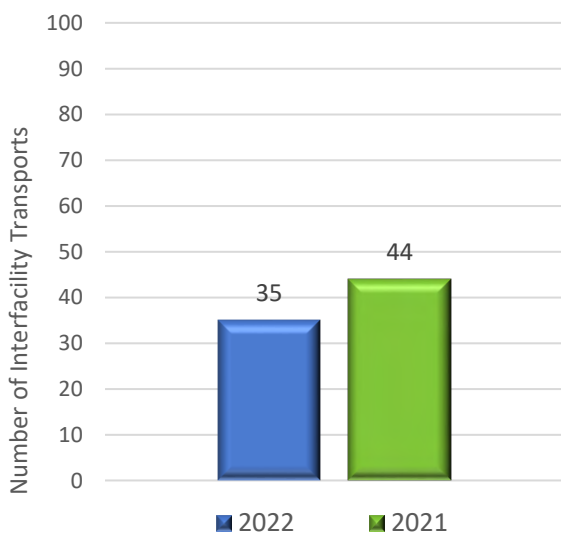
EMS 911 Response



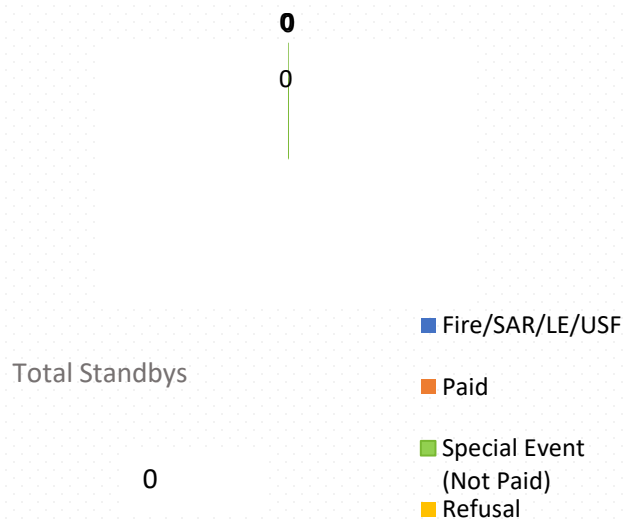
Total 911 Responses for 2020 : 108

■ 2022 ■ 2021

Total Interfacility Transports

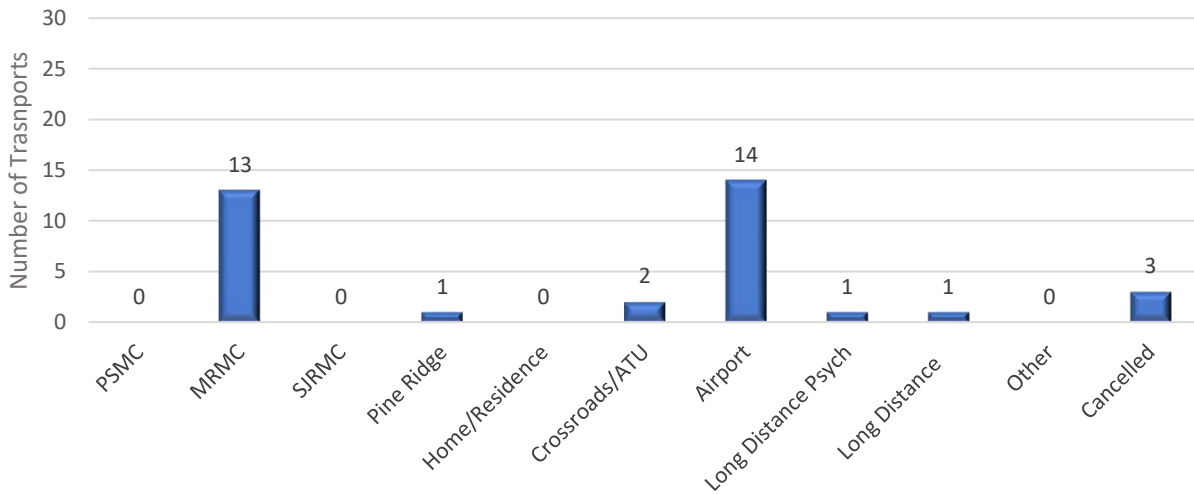


Breakdown of EMS Standbys



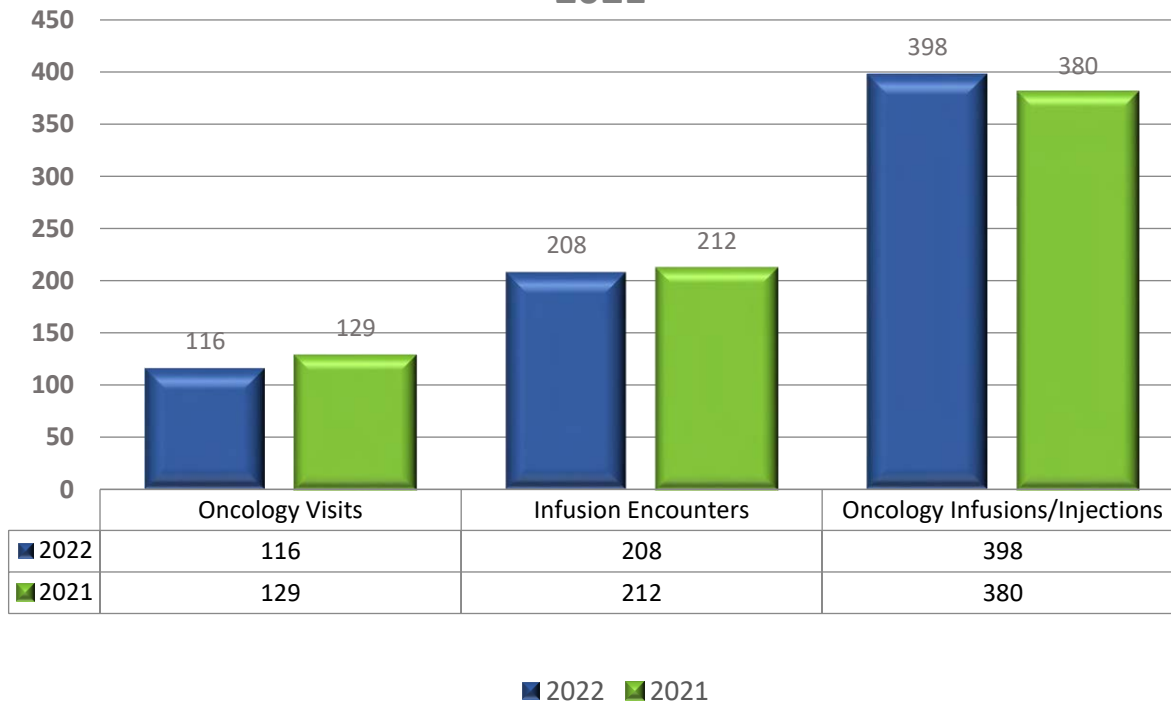
EMS: March

Interfacility Transports by Destination

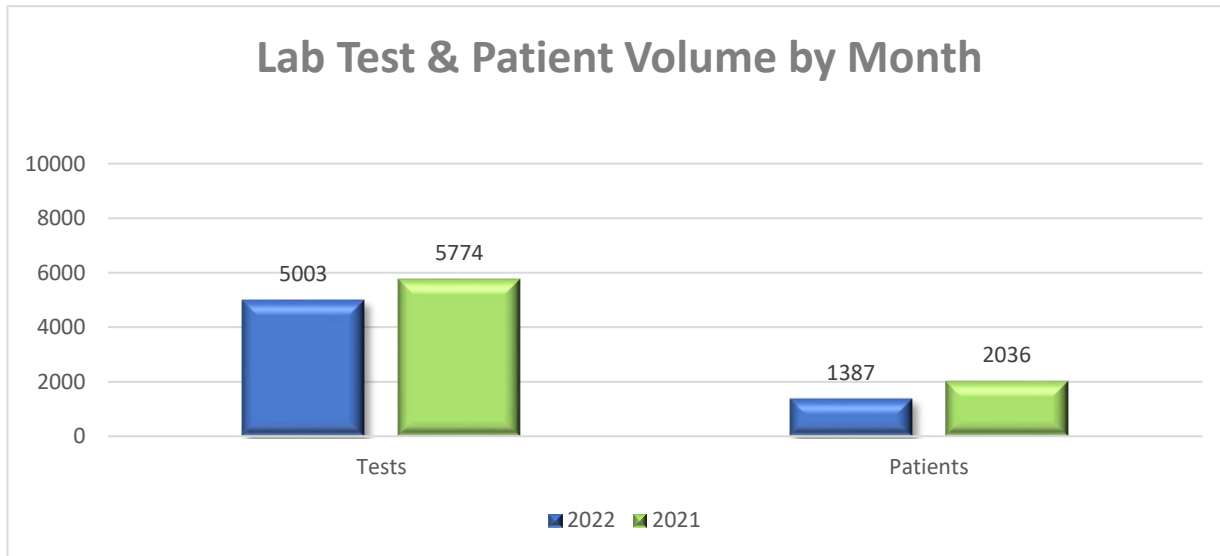


Oncology/Infusion: March

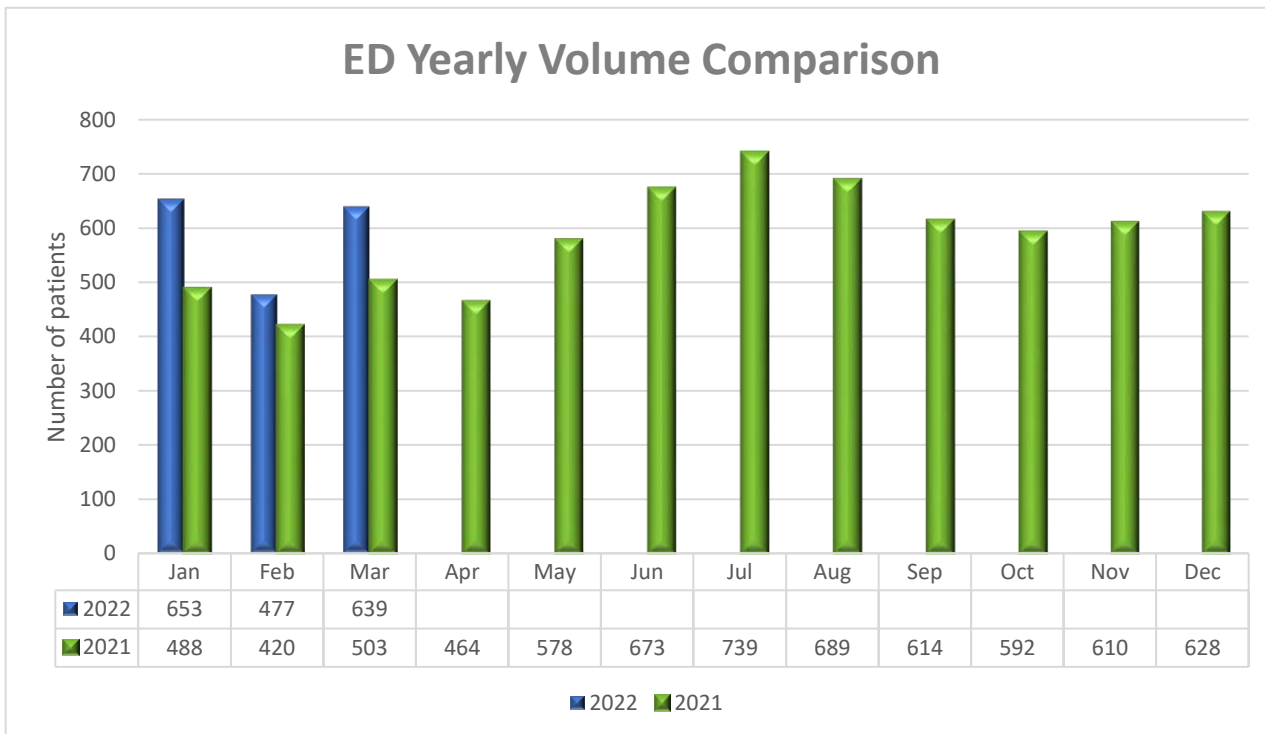
Oncology/Infusion Monthly Comparison 2022 to 2021



Lab: March

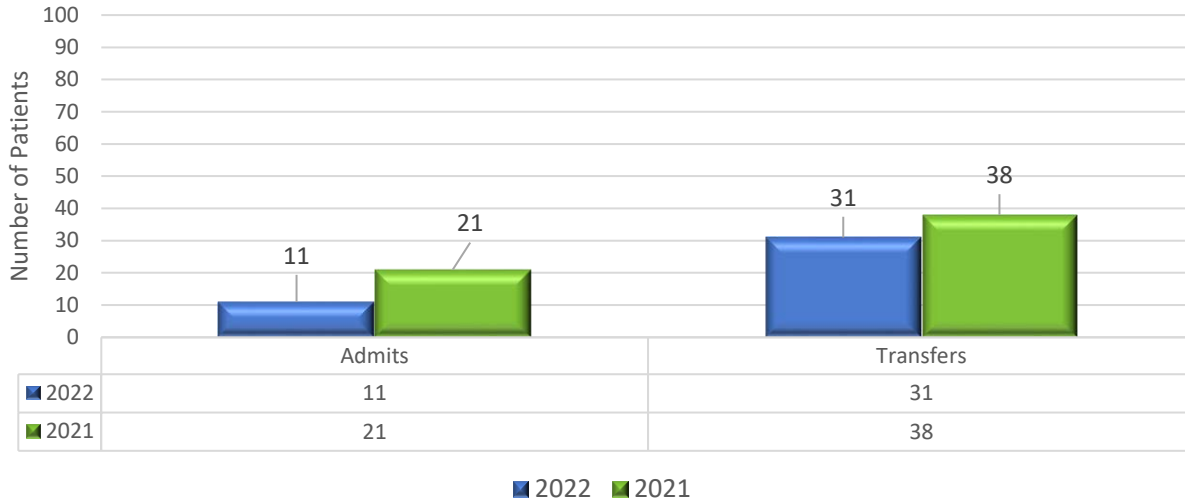


ED: March

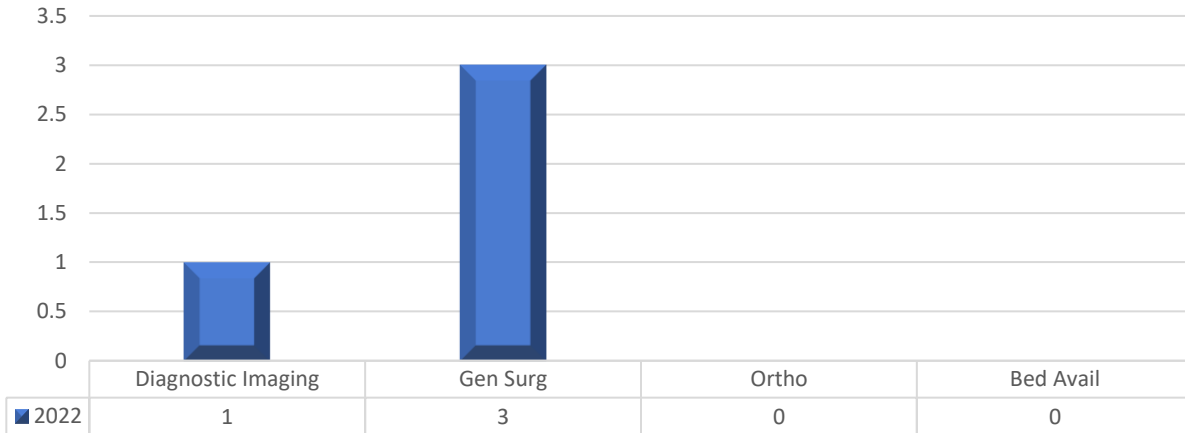


ED: March

ED Inpatient Admissions and Transfers Monthly Comparison



Resource Related Transfers



Average Daily Census

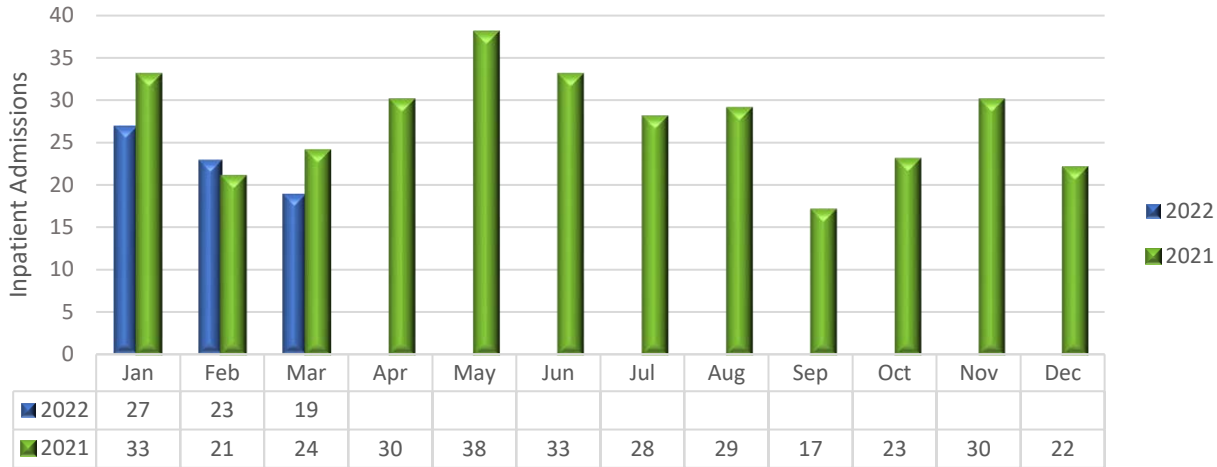
21

Average Length of Stay (in hours)

2.45

Inpatient : March

Inpatient Admission Comparison



Average Daily Census

3.3

Average Length of Stay (in days)

2.5

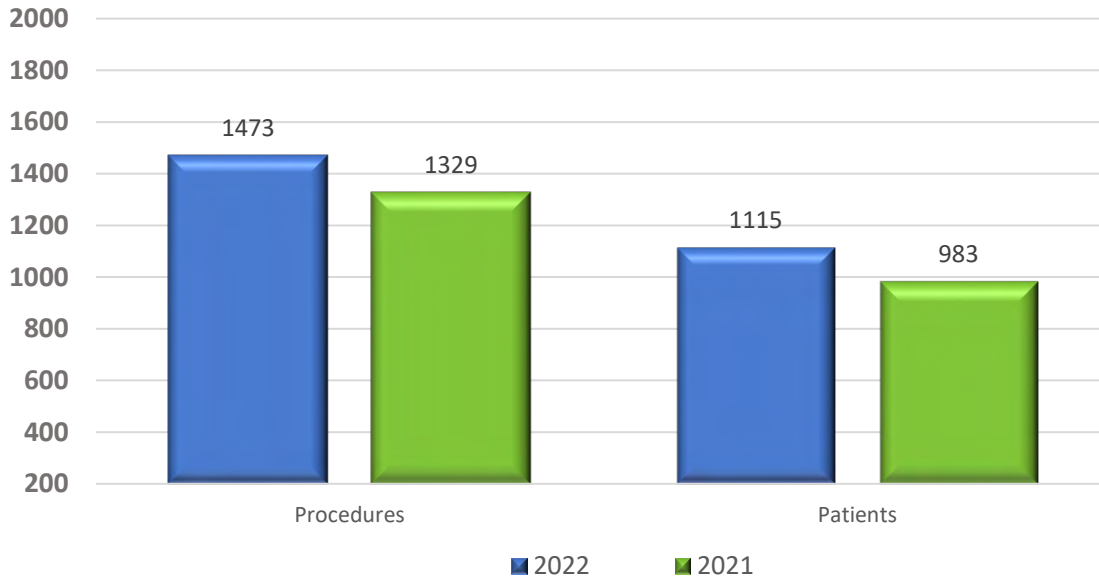


**COVID-19 Patients
Hospitalized at PSMC**

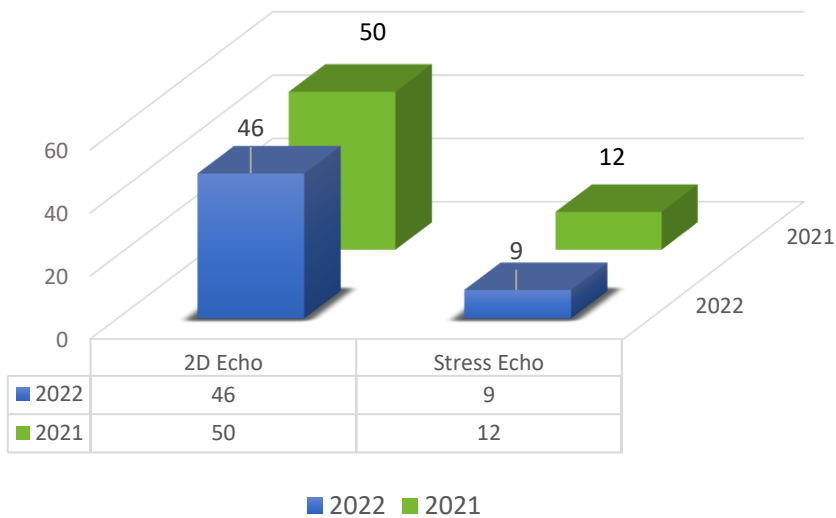
1

Diagnostic Imaging: March

Diagnostic Imaging Stats by Month

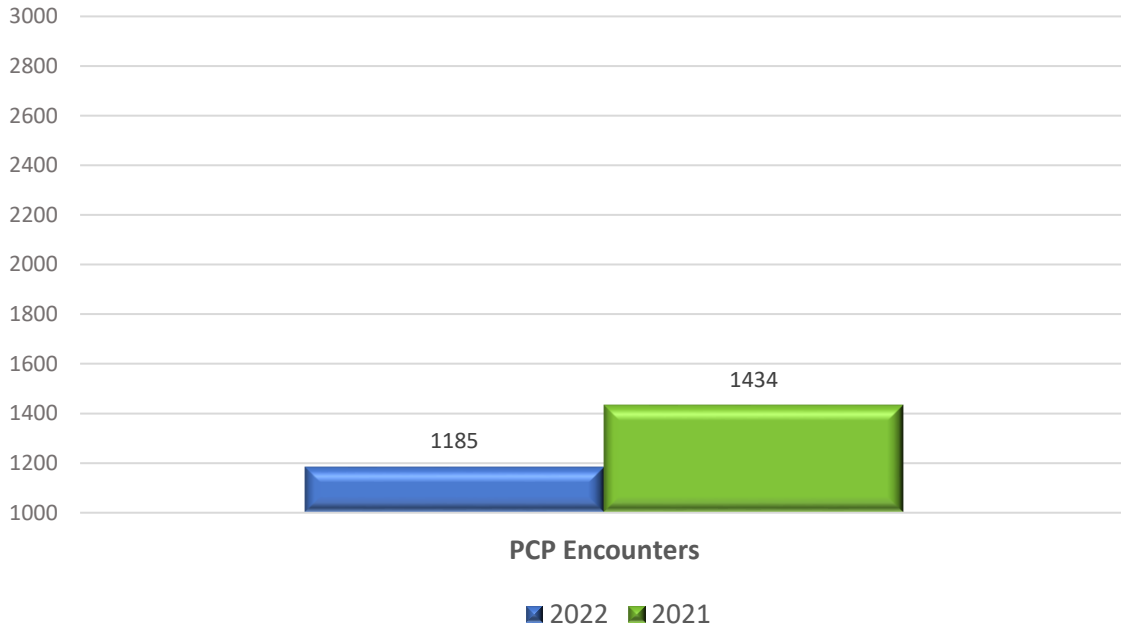


Cardiology 2D Echo & Stress by Month

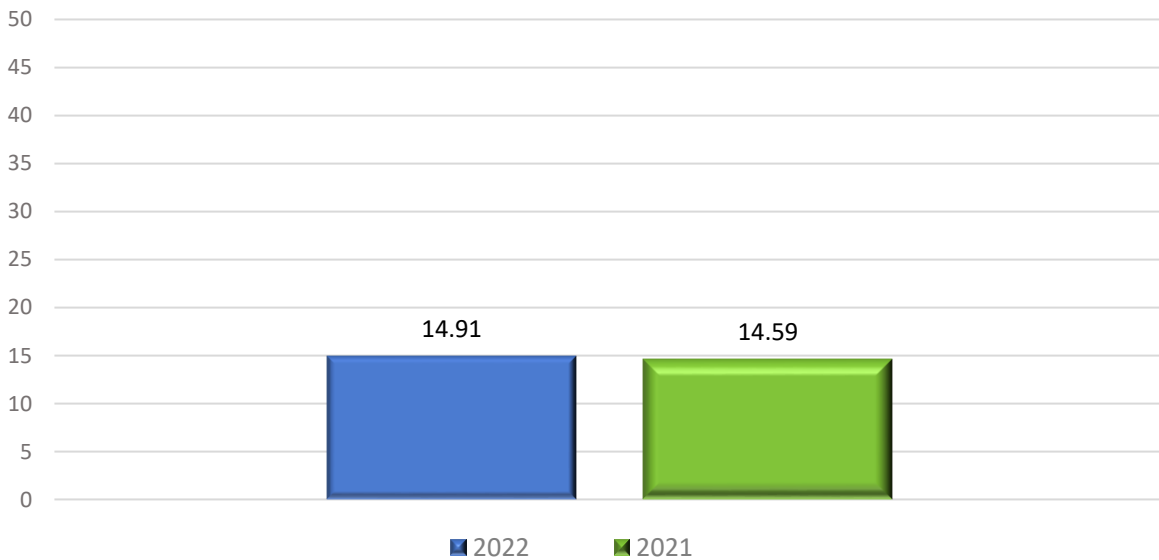


Clinic: March

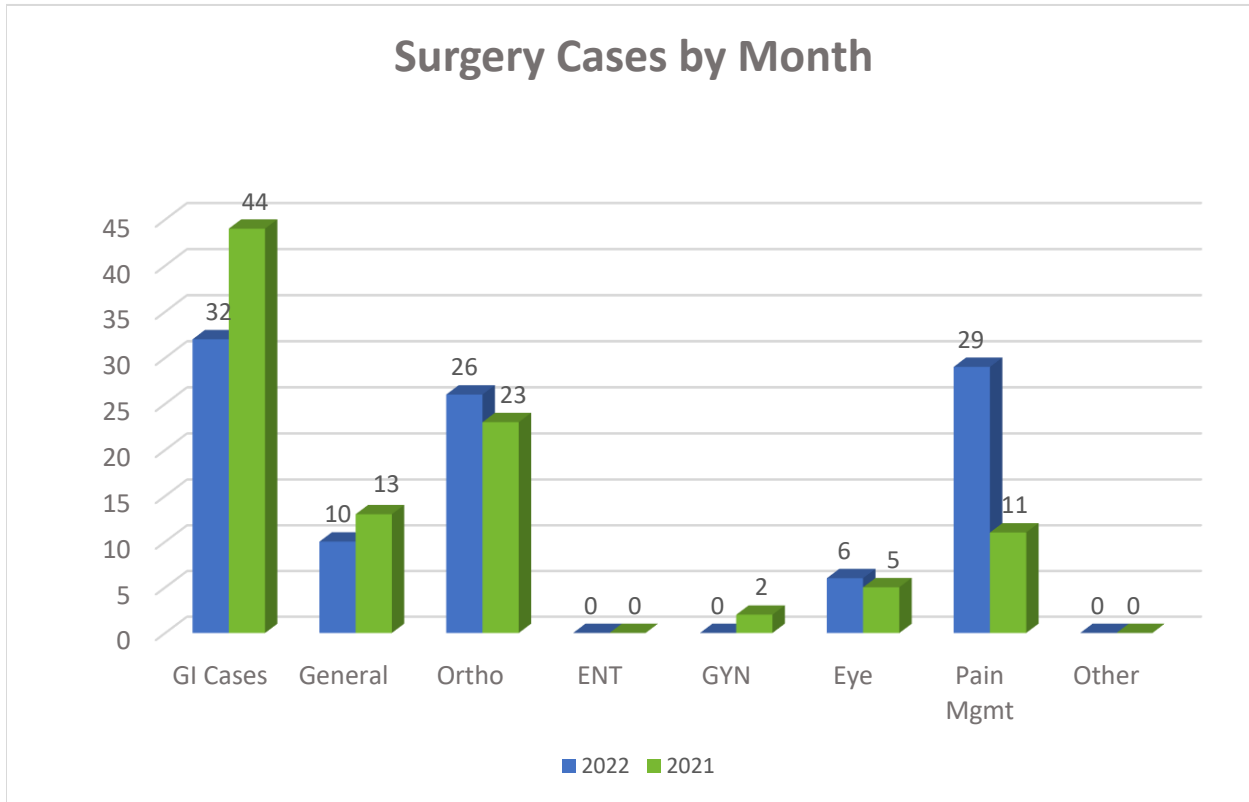
Rural Health Clinic Encounters by Month



Average Daily Walk-Ins



Surgery





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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, JOHN WISNESKI
April 26, 2022**

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

**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
Jason Slate, MD	Initial Appointment	Courtesy – Locum Tenens/Gastroenterology	Gastroenterology
Samuel Ahn, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Cameron Bahr, MD	Reappointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Fernando Boschini, MD	Reappointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Louie Enriquez, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Brendan Essary, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Jeff Friedland, MD	Reappointment	Telemedicine/Teleradiology	Pediatric Radiology & Diagnostic Radiology
Ross Goldstein, MD	Reappointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Jonathan Holstad, MD	Reappointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Paul Hsieh, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Joanna Estes, MD	Change in Privileges: addition of "Administration, supervision, and limited interpretation of exercise stress tests"	Active/Hospitalist & Emergency Medicine	Family Medicine

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 18
 Courtesy: 23
 Courtesy-Locum Tenens: 1
 Telemedicine: 132
 Advanced Practice Providers & Behavioral Health Providers: 12
 Honorary: 1
 Total: 187

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

Formal Written Resolution 2022-10

April 26, 2022

WHEREAS PSMC offers paid time off (“PTO”) to its employees which PTO is used for holidays, sick, personal time and vacation;

WHEREAS the Healthy Family Workplaces Act (“HFWA”) requires employers to provide paid sick leave to employees starting July 14, 2020; however, an employer’s existing PTO plan can suffice to meet the obligations of HFWA;

WHEREAS PSMC’s PTO program has not met the conditions of HFWA for a number of reasons most notably (1) PTO policies cannot provide that PTO (if it encompasses sick leave) be subject to discipline, notice, adequate staffing or certain documentation as contained in PSMC’s policies; and (2) certain HFWA sick leave associated with the public health emergency has to be immediately available on the first day of employment and not accrued per pay period as PSMC’s PTO is accrued;

WHEREAS PSMC staff will correct past noncompliance, as needed, to each employee; and

WHEREAS PSMC will add HFWA information to employment agreements (as employment agreements operate outside of the standard PTO plan and policies) to bring them into compliance; and

WHEREAS PSMC needs to correct the PTO plan and policies going forward to comply with HFWA.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES that staff will correct the PTO plan and policies going forward in a manner that complies with HFWA and has been vetted with, and is acceptable to, the Finance Committee.

ADOPTED and APPROVED by the Board of Directors this 26th day of April, 2022.

Gregory J. Schulte, Chair of the Board of Directors
and President of the District

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

Formal Written Resolution 2022-11

April 26, 2022

WHEREAS PSMC strives to provide competitive benefits to its employees;

WHEREAS currently PSMC does not provide employer sponsored long-term disability coverage to employees, or a formal Employee Assistance Program (EAP) for employees;

WHEREAS PSMC proposes offering employer-paid long-term disability benefits and an EAP for PSMC employees starting July 1, 2022 at a twelve-month expense not to exceed \$50,000;

WHEREAS PSMC proposes to engage in a short-term disability program whereby employees can voluntarily participate and purchase, entirely at employee expense, short-term disability benefits at a reduced “group rate” cost.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES authorizes staff to negotiate and take actions to provide, starting July 1, 2022: (1) long-term disability benefits and an Employee Assistance Program to employees so long as the expense does not exceed \$50,000 for twelve months; and (2) engage in a short-term disability program so that employees can voluntarily purchase, entirely at employee expense, short-term disability benefits at a reduced group rate cost.

ADOPTED and APPROVED by the Board of Directors this 26th day of April, 2022.

Gregory J. Schulte, Chair of the Board of Directors
and President of the District

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

Formal Written Resolution 2022-12

April 26, 2022

WHEREAS, the Colorado Department of Public Health and Environment reviews the trauma program at the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center and for that review requires “[a] copy of a signed Board of Director’s resolution supporting [the] continuation as a trauma center dated within the last three years.”

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES support the continuation of the trauma program at the Upper San Juan Health Service District d/b/a Pagosa Springs Medical center.

ADOPTED and APPROVED by the Board of Directors this 26th day of April, 2022.

Greg J. Schulte, Chair of the Board of Directors
and President of the District

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

Formal Written Resolution 2022-13

April 26, 2022

WHEREAS PSMC's Board of Directors held two special Board meetings on March 31, 2022 and April 11, 2022 to discuss the prospect of offering to purchase the real property and building owned by James Pruitt Properties LLC located at 75 Pagosa Blvd., Pagosa Springs, CO 81147 (hereinafter the "Pruitt Property");

WHEREAS on April 11, 2022, the Board passed Resolution 2022-09 authorizing the CEO and the Board Executive Committee (the Chair and Vice Chair) to negotiate an offer to purchase the Pruitt Property (note: Board Director Dr. James Pruitt holds a personal interest in the Pruitt Property and has disclosed all conflicts of interest and abstained from executive sessions, discussions and actions about the Pruitt Property);

WHEREAS PSMC sent, on April 19, 2022, a letter of interest to the realtor for the seller of the Pruitt Property;

WHEREAS PSMC has considered at this meeting any further action it needs to take with respect to the Pruitt Property.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to take the following actions with respect to the Pruitt Property: _____

ADOPTED and APPROVED by the Board of Directors this 26th day of April, 2022.

Gregory J. Schulte, Chair of the Board of Directors
and President of the District



MINUTES OF REGULAR BOARD MEETING
Tuesday, March 22, 2022
5:30 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors of the Upper San Juan Health Service District (the “Board”) held its regular board meeting on March 22, 2022, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present in person: None

Present via Zoom: Treasurer-Secretary Mark Zeigler, Director Jason Cox, Director Dr. Jim Pruitt and Director Karin Daniels

Present via Phone: Vice-Chair Matt Mees

Director(s) Absent: Chair Greg Schulte and Director Kate Alfred. (The noted absences were approved due to prior notification.)

1) CALL TO ORDER

- a) Call for quorum: Treasurer-Secretary Zeigler, as acting Chair, called the meeting to order at 5:32 p.m. MST and Clerk to the Board, Heather Thomas, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: There were none.
- c) Approval of the Agenda: The Board then noted approval of the agenda as presented.

2) PUBLIC COMMENT

There was none.

3) REPORTS

- a) Oral Reports
 - i) Chair Report

There was no report.
 - ii) CEO Report

CEO Dr. Rhonda Webb provided the following updates:

 - PSMC is seeing very few positive COVID cases. Precautionary screening continues, with no changes to procedure.

- PSMC is seeing more cases of flu than COVID.
- Incident command is closely watching COVID variant developments out of the United Kingdom, due to the rising number of cases of the BA.2 variant there. This variant reports to be four times more contagious, but causes less severe disease. England reports an uptick of hospitalizations. The direct cause of the increase in hospitalizations are unknown.
- PSMC continues to have severe staffing shortages, as does every other hospital network in the U.S. It is reported that approximately 20 percent of the nation's hospital workforce has left their profession either due to retirement or other reasons.
- Colorado Department of Public Health and Environment ("CDPHE") was on site and conducted a routine survey of PSMC. The last survey conducted was five years ago. This survey was a routine survey and (to our knowledge) was not initiated due to any complaints or violations. A full report is not expected for several weeks as CDPHE is just now conducting surveys again after it suspended surveys for a period of time due to COVID.
- PSMC is still operating under the mask mandate.

Questions were asked and answered.

iii) Executive Committee

There was no report.

iv) Foundation Committee

There was no report.

v) Facilities Committee

There was no report.

vi) Strategic Planning Committee

There was no report.

vii) Finance Committee & Report

CFO Chelle Keplinger, presented and discussed the PowerPoint presentations regarding financials for February 2022.

Questions were asked and answered.

b) Written Reports

i) Operations Report

There were no questions.

ii) Medical Staff Report

There were no questions.

4) EXECUTIVE SESSION

Director Cox motioned to enter into executive session Upon motion seconded by Director Dr. Pruitt, the Board entered into executive session at 5:57 p.m. MST, pursuant to C.R.S. Section 24-6-402(4)(b) for conferences with PSMC's attorney for the purpose of receiving legal advice on specific legal questions regarding amendments to the retirement plan.

Directors present in executive session were: Vice-Chair Mees, Treasurer-Secretary Zeigler, Director Dr. Pruitt, Director Daniels, and Director Cox.

Others present in executive session were, CEO Rhonda Webb, CAO Ann Bruzzese, CFO Chelle Keplinger, COO-CNO Kathee Douglas and Board Clerk Heather Thomas.

Treasurer-Secretary Zeigler, as acting Chair, adjourned the executive session at 6:08 p.m. MST.

5) DECISION AGENDA

a) Resolution 2022-06

Director Cox motioned to accept Resolution 2022-06 regarding PSMC's 401(a) Retirement Plan. Upon motion seconded by Director Daniels, the Board unanimously adopted said resolution.

b) Resolution 2022-07

Director Daniels motioned to accept Resolution 2022-07 regarding PSMC's 457(b) Retirement Plan. Upon motion seconded by Vice-Chair Mees, the Board unanimously adopted said resolution.

c) Resolution 2022-08

Director Daniels to accept Resolution 2022-08 regarding approval of an amendment to the Medical Staff Bylaws to process *telemedicine* behavioral health staff through Human Resources rather than the Medical Staff Office. Upon motion seconded by Director Dr. Pruitt, the Board unanimously adopted said resolution.

6) **CONSENT AGENDA**

Vice-Chair Mees motioned to approve the Board Member absences (there was none), regular meeting minutes of 02/22/2022, and the Medical Staff report recommendations for new or renewal of provider privileges.

Upon motion seconded by Director Dr. Pruitt, the Board unanimously approved said consent agenda items.

7) **OTHER BUSINESS**

There was no other business.

8) **ADJOURN**

There being no further business, Treasurer-Secretary Zeigler, as acting Chair adjourned the regular meeting at 6:14 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board



MINUTES OF SPECIAL BOARD MEETING
Tuesday, March 31, 2022
5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors of the Upper San Juan Health Service District (the “Board”) held its special board meeting on March 31, 2022, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present in person: Director Kate Alfred

Present via Zoom: Treasurer-Secretary Mark Zeigler, Director Jason Cox and Director Dr. Jim Pruitt

Present via Phone: Vice-Chair Matt Mees

Director(s) Absent: Chair Greg Schulte and Director Karin Daniels. (The noted absences were approved due to prior notification.)

1) CALL TO ORDER

- a) Call for quorum: Vice-Chair Mees, as acting Chair, called the meeting to order at 5:03 p.m. MST and Clerk to the Board, Heather Thomas, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: CAO and Legal Counsel, Ann Bruzzese, advised that Director Dr. Pruitt acknowledged, via email, a conflict of interest due to a personal interest in the property being discussed and will recuse himself from the executive session, discussions and actions on the agenda for this meeting.
- c) Approval of the Agenda: The Board then noted approval of the agenda as presented.

2) PUBLIC COMMENT

There was none.

3) EXECUTIVE SESSION

Director Cox motioned to enter into executive session Upon motion seconded by Treasurer-Secretary Zeigler, the Board entered into executive session at 5:07 p.m. MST, pursuant to the following subparagraphs of C.R.S. Section 24-6-402(4):

- (a) the possible purchase, acquisition, lease, transfer, or sale of real property, noted in which a Board Member Dr. James Pruitt has personal interest, as James Pruitt Properties LLC;

- (b) conferences with an attorney for USJHSD for the purpose of receiving legal advice on specific legal questions; and
- (e) determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators.

Directors present in executive session were: Vice-Chair Mees, Treasurer-Secretary Zeigler, Director Alfred, and Director Cox.

Others present in executive session were, CEO Rhonda Webb, CAO Ann Bruzzese, CFO Chelle Keplinger, COO-CNO Kathee Douglas and Board Clerk Heather Thomas.

Vice-Chair Mees, as acting Chair, adjourned the executive session at 6:10 p.m. MST.

4) DECISION AGENDA

a) Resolution 2022-09

The Board unanimously agreed to table the decision of Resolution 2022-09, regarding approval of letter of intent to negotiate purchase of real estate, until after the Finance Committee has reviewed this matter and provides its advice to the Board regarding the same.

5) OTHER BUSINESS

There was no other business.

6) ADJOURN

There being no further business, Vice-Chair Mees, as acting Chair adjourned the regular meeting at 6:11 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board



MINUTES OF SPECIAL BOARD MEETING
Tuesday, April 11, 2022
5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors of the Upper San Juan Health Service District (the “Board”) held its special board meeting on April 11, 2022, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present in person: Chair Greg Schulte, Vice-Chair Matt Mees, and Director Kate Alfred

Present via Zoom: Treasurer-Secretary Mark Zeigler, Director Jason Cox and Director Dr. Jim Pruitt

Present via Phone: None

Director(s) Absent: Director Karin Daniels. (The noted absence was approved due to prior notification.)

1) CALL TO ORDER

- a) Call for quorum: Chair Schulte, called the meeting to order at 5:04 p.m. MST and Clerk to the Board, Heather Thomas, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: Director Dr. Pruitt acknowledged a conflict of interest due to a personal interest in the property being discussed and will recuse himself from the executive session, discussions and actions on the agenda for this meeting.
- c) Approval of the Agenda: The Board then noted approval of the agenda as presented.

2) PUBLIC COMMENT

There was none.

3) EXECUTIVE SESSION

Director Alfred motioned to enter into executive session Upon motion seconded by Vice-Chair Mees, the Board entered into executive session at 5:10 p.m. MST, pursuant to the following subparagraphs of C.R.S. Section 24-6-402(4):

- (a) the possible purchase, acquisition, lease, transfer, or sale of real property, noted in which a Board Member Dr. James Pruitt has personal interest, as James Pruitt Properties LLC;
- (b) conferences with an attorney for USJHSD for the purpose of receiving legal advice on specific

legal questions; and

- (e) determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators.

Directors present in executive session were: Vice-Chair Mees, Treasurer-Secretary Zeigler, Director Daniels, and Director Cox.

Others present in executive session were, CEO Rhonda Webb, CAO Ann Bruzzese, CFO Chelle Keplinger, COO-CNO Kathee Douglas and Board Clerk Heather Thomas.

Chair Schulte adjourned the executive session at 5:40 p.m. MST.

4) DECISION AGENDA

a) Resolution 2022-09

Vice-Chair Mees motioned to accept Resolution 2022-09 regarding the authority of the CEO and/or the Board Executive Committee (the Chair and Vice-Chair) to negotiate an offer from the USJHSD to purchase the real property and building located at 75 S. Pagosa Blvd. owned by James Pruitt Properties LLC. Director Alfred seconded. Director Dr. Pruitt then noted abstention due to acknowledgement of a conflict of interest in the property being discussed.

Chair Schulte reported the Finance Committee advised to proceed with an offer on the property.

Upon motion being seconded, the Board unanimously accepted said resolution with noted abstention of Director Dr. Pruitt.

5) OTHER BUSINESS

There was no other business.

6) ADJOURN

There being no further business, Chair Schulte adjourned the regular meeting at 5:43 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board