



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

Tuesday, April 25, 2023 at 5:00 p.m. MST

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

**FOR INFECTION PREVENTION, PERSONS FROM THE PUBLIC ARE
ENCOURAGED TO ATTEND VIA ZOOM**

Please use this link to join the meeting:

<https://us02web.zoom.us/j/83611276692> or telephone (346)248-7799 or (669)900-6833
Meeting ID: 836 1127 6692

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, 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 *[Recognition of Matt Mees and Dr. Jim Pruitt who are
are term-limited and retiring from the Board](#)*

Infection Prevention and Antimicrobial Stewardship

4) REPORTS

a) **Oral Reports** (may be accompanied by a written report)

- | | |
|---|---|
| i) Chair Report | Chair Matt Mees |
| ii) CEO Report | Dr. Rhonda Webb |
| iii) Executive Committee | Chair Mees and Vice Chair Kate Alfred |
| iv) Foundation Committee | Dir. Dr. Pruitt, Dir. Parada and CEO R. Webb |
| v) Facilities Committee | Chair Mees and COO C. Mundt |
| vi) Strategic Planning Committee | Dir. Cox, Dir. Rose and CEO R. Webb |
| vii) Finance Committee Report | Treas.-Sec. Zeigler and CFO C.Keplinger |
- (a) [March Financials](#)

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

- b) **Written Reports** (*no oral report unless the Board has questions*)
 - i) [Medical Staff Report](#) Chief of Staff, Dr. John Wisneski

5) DECISION AGENDA

- a) [Presentation](#) by the Board's Strategic Planning Committee and Board discussion of proposal for a service line *Health In Motion – Orthopedics, Physical Therapy, Sports Performance and Wellness*.
- b) Consideration of [Resolution 2023-13](#) regarding approval of the service line *Health In Motion – Orthopedics, Physical Therapy, Sports Performance and Wellness*

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.

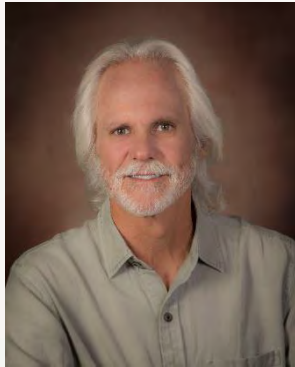
- a) Approval of Board Member absences:
 - i) Regular meeting of 04/25/2023
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular meeting of: 03/28/2023](#)
- c) Approval of Medical Staff report recommendations for new or renewal of provider privileges.

7) 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).

8) OTHER BUSINESS

9) ADJOURN

In recognition of our retiring Board members:



Matt Mees (retiring)

- Served on the Board of Directors from 2016-2023
- Chair of the Board, 2022-2023
- Vice Chair of the Board, 2018-2022
- Member of the Executive Committee, 2018-2023
- Member of the Facilities Committee, 2016-2023



Jim Pruitt, M.D. (retiring)

- Served on the Board of Directors from 2016-2023
- Member of the Foundation Board, 2016-2023
- Previously served on the Board from 2008-2014





EXPANDED SERVICES

- 2014 Orthopedic services
- 2014 Behavioral Health services
- 2014 Trauma Level IV certification
- 2015 Physical Therapy for inpatients
- 2017 Cardiology services, including Echo
- 2017 Ophthalmology services
- 2018 Cancer Care
- 2018 Ear, Nose, and Throat
- 2019 On-site Radiologist (in addition to telemed support)
- 2021 Interventional Pain Management
- 2022 Care Coordination



FACILITY EXPANSION & IMPROVEMENTS



MEDICAL WELLNESS BUILDING

- 2022 acquisition for expansion of services and completion of campus

MRI BUILDING

- 2021 Installed a stand-alone building for a new MRI.

CANCER CENTER

- 2018 Renovated the old Mary Fisher Clinic for the PSMC Cancer Center.
- 2020 Replaced the HVAC system to expand capabilities of surgery, pharmacy and oncology; renovation included a second functioning operating room.
 - Awarded a grant from DOLA for \$911,720.50.



FACILITY EXPANSION & IMPROVEMENTS

CLINIC EXPANSION

- 2014-2017 Planned, financed, constructed and operationalized the 22,780 square foot Clinic Building as well as new registration area, patient waiting areas, parking areas, and exterior façade.
 - Secured bond financing.
 - Awarded a grant from DOLA for \$2,000,000.

ONGOING IMPROVEMENTS

- 2014-2023 Ongoing renovations of almost every area to meet needs of expanding staff and services.





EXPANDED EQUIPMENT

- 2014 Cerner electronic health record system
- 2014-2022 significant expansion of I.T.
- 2016 new EMS quick response vehicle
- 2017 Pyxis dispensers and inventory control for medications
- 2018 and 2020 new ambulances
- 2021 new MRI
- 2022 3D Mammography

COMMUNITY HIGHLIGHTS

- 2021 Developed a Strategic Plan with input of community stakeholders.
- 2018-2022 PSMC's Quality Program successfully met state metrics.
- 2021 and 2022 Community Report mailed to every household in the District.
- 2020-2022 Successfully responded to a world-wide pandemic, met needs of patients, provided the latest treatments, collaborated with others to provide vaccines to the community.
- Support to Dispatch Board, CDC Board, Public Health, and Build Pagosa.

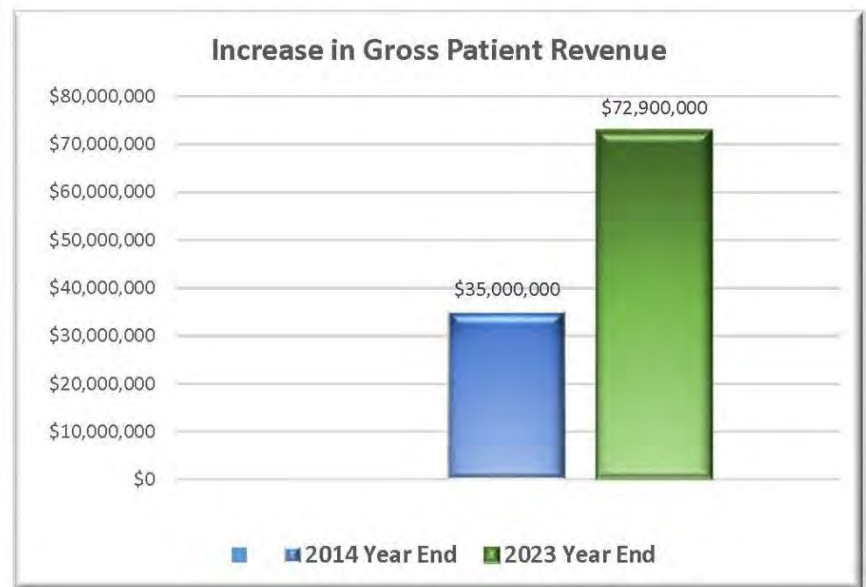


IMPROVED FINANCIAL STABILITY

Decrease in Days of Accounts Receivable



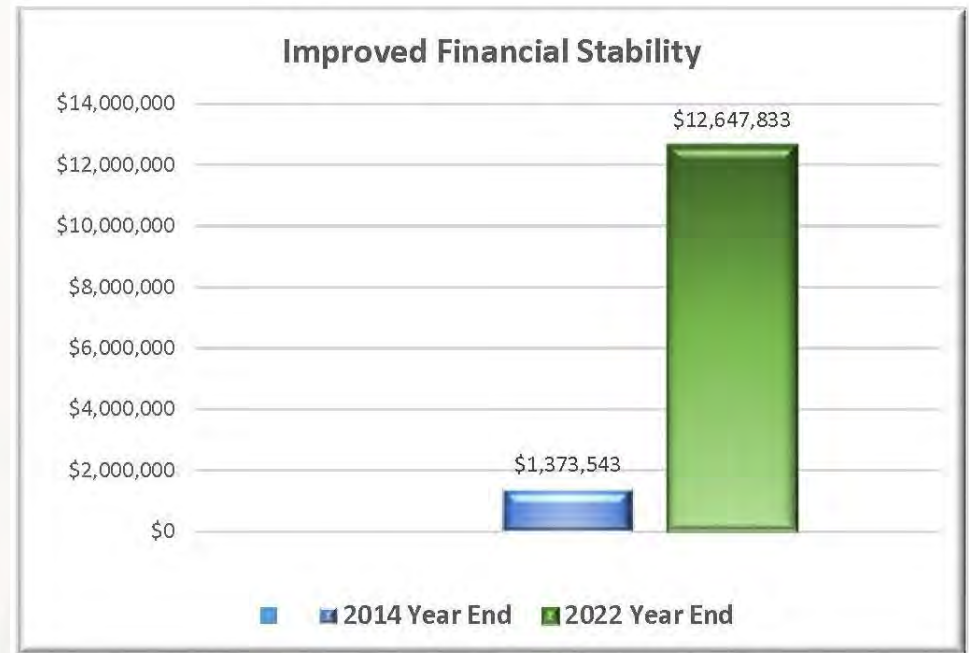
Increase in Gross Patient Revenue

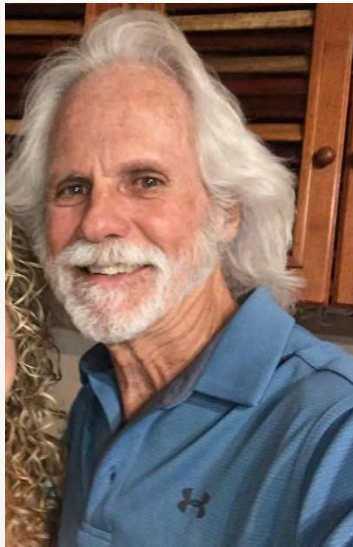


IMPROVED FINANCIAL STABILITY

Increase in Operating Cash on Hand

- **2014 year-end:** \$1,373,543 operating cash on hand
- **2022 year-end:** \$12,647,833 operating cash on hand (excludes 2016 bond reserve)





PAGOSA SPRINGS Medical Center

THE CARE YOU DESERVE, IN THE MOUNTAINS YOU LOVE



Finance Committee & CFO Report for the USJHSD Board Meeting on April 25, 2023

The Board's Finance Committee met on April 18, 2023. 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) PSMC had a positive bottom line for March of \$240,404.
- ii) Gross revenues (charges) beat budget by 6%.
- iii) Expenses were over budget by 4%. We continue to have travelers in key clinical roles to meet patient needs. Traveler expense is decreasing but remains over budget.
- iv) Accounts Receivable: Accounts Receivable was steady at 56.4 days.

b) **Balance Sheet:**

- i) As of March 31, 2023, PSMC has 108.5 days of operating cash on hand (approximately \$110,635 per day to operate PSMC).

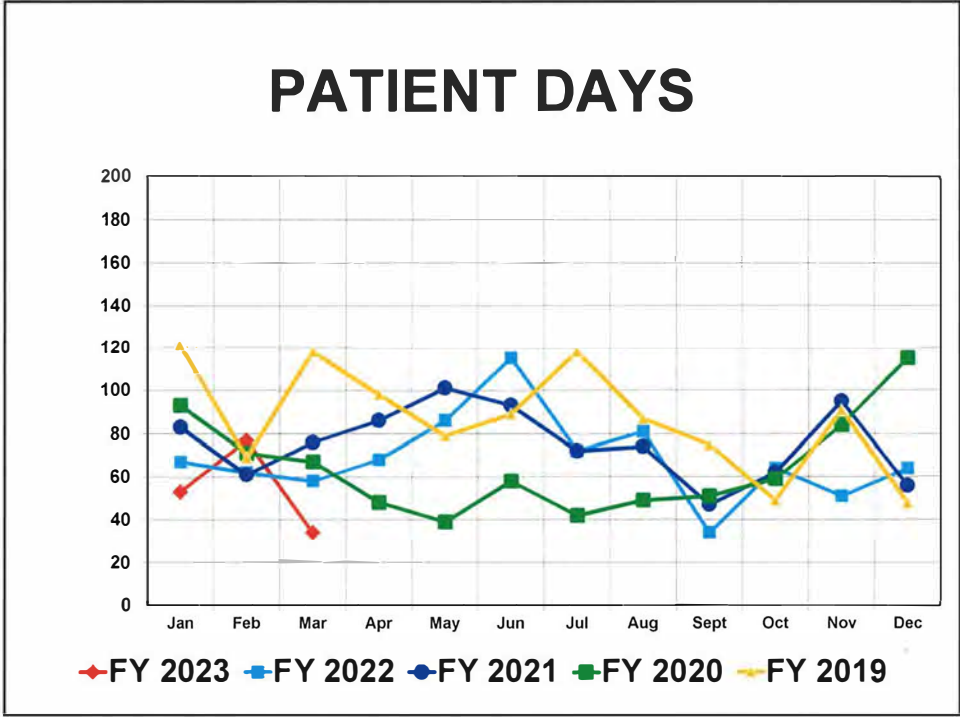
2) **Other Discussions:**

- a) The entire Finance Committee was present but there was not much to discuss other than a question about utility expense (this includes snow removal which has been high this winter). The members of the Committee all agreed in comparison to where we historically stand each year, March was a good month and good to have a modest year-to-date positive bottom line of \$120,269.

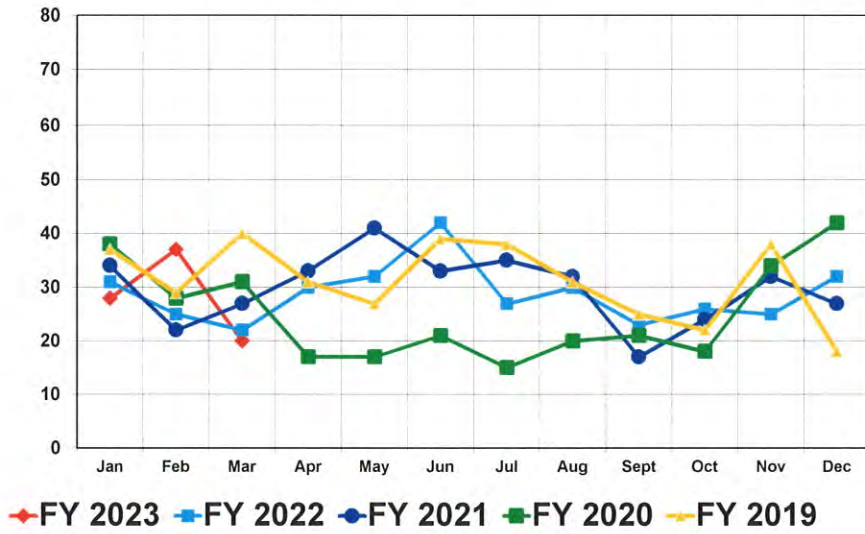


PAGOSA SPRINGS
Medical Center
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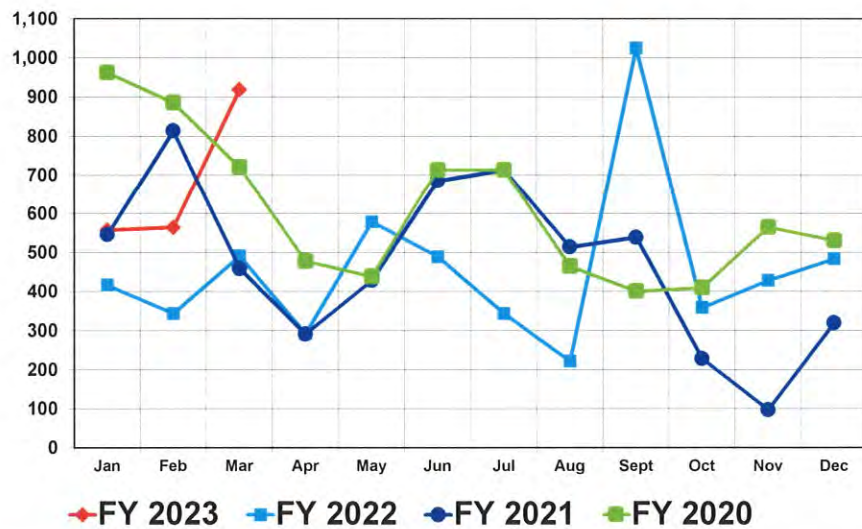
FINANCIAL PRESENTATION
YTD MARCH 2023



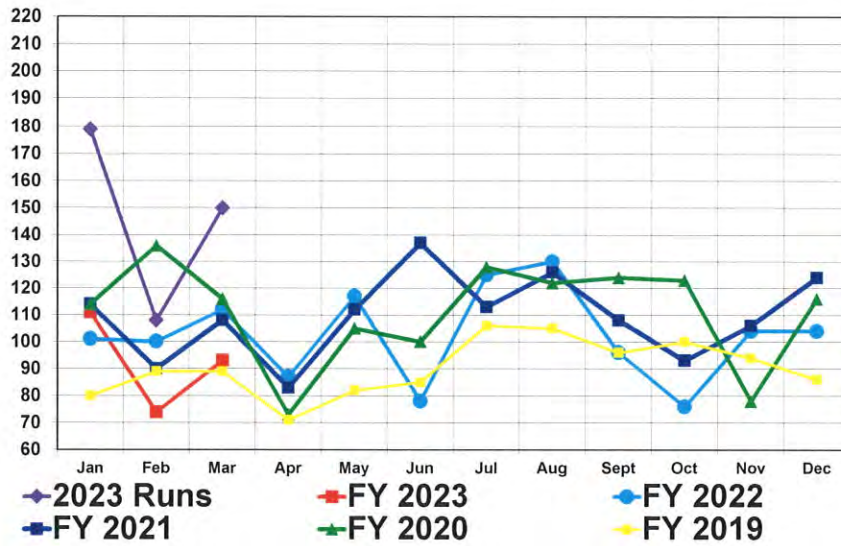
INPATIENT DISCHARGES



OBSERVATION HOURS

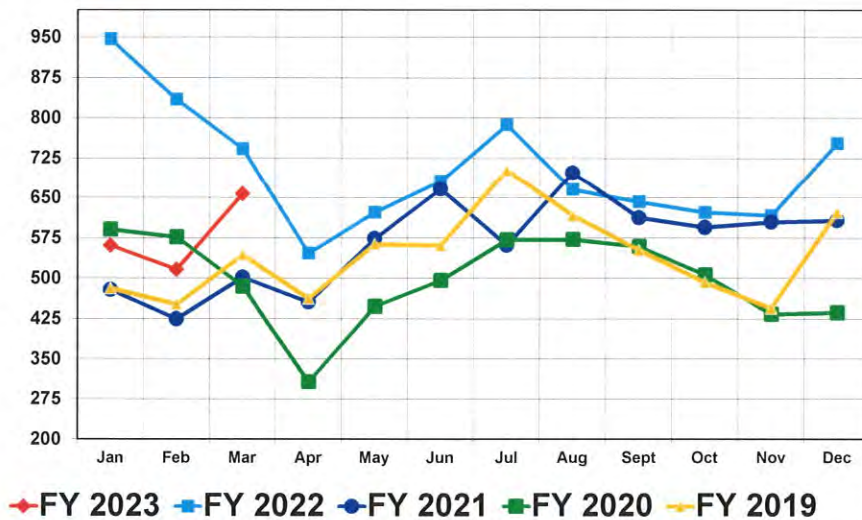


BILLABLE EMS RUNS

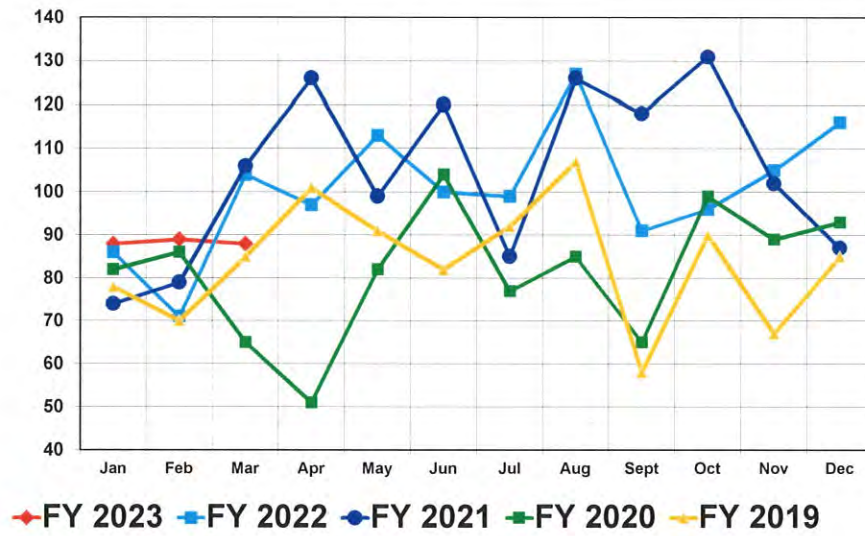


ER VISITS

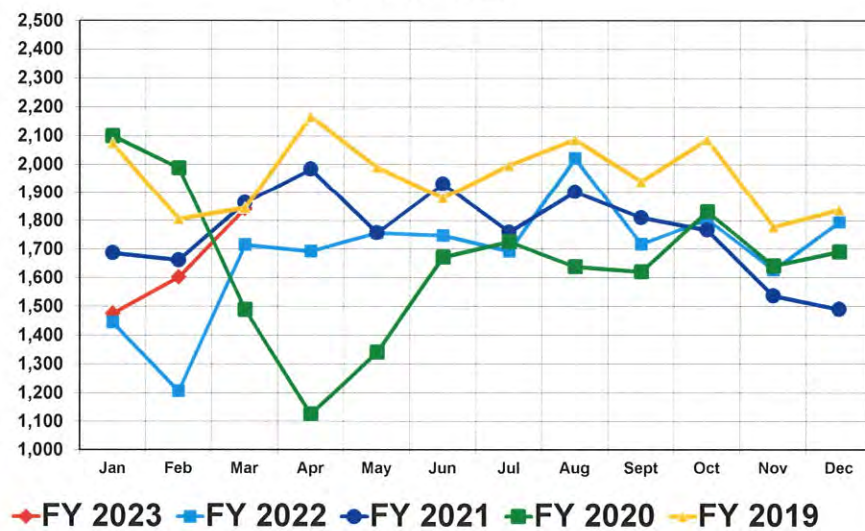
(Includes Fast Track in 2022)



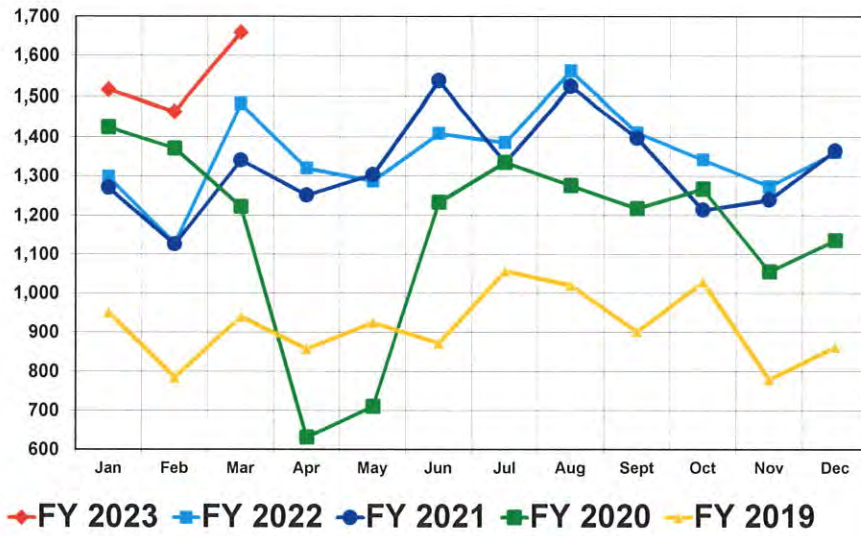
OR and PAIN Procedures



RURAL HEALTH CLINIC VISITS

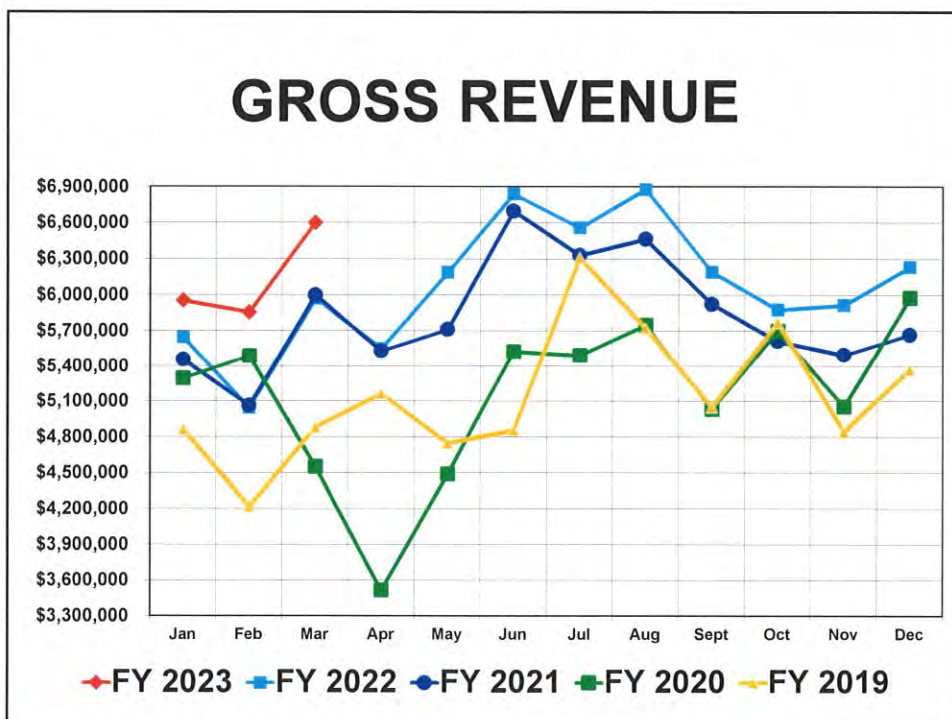
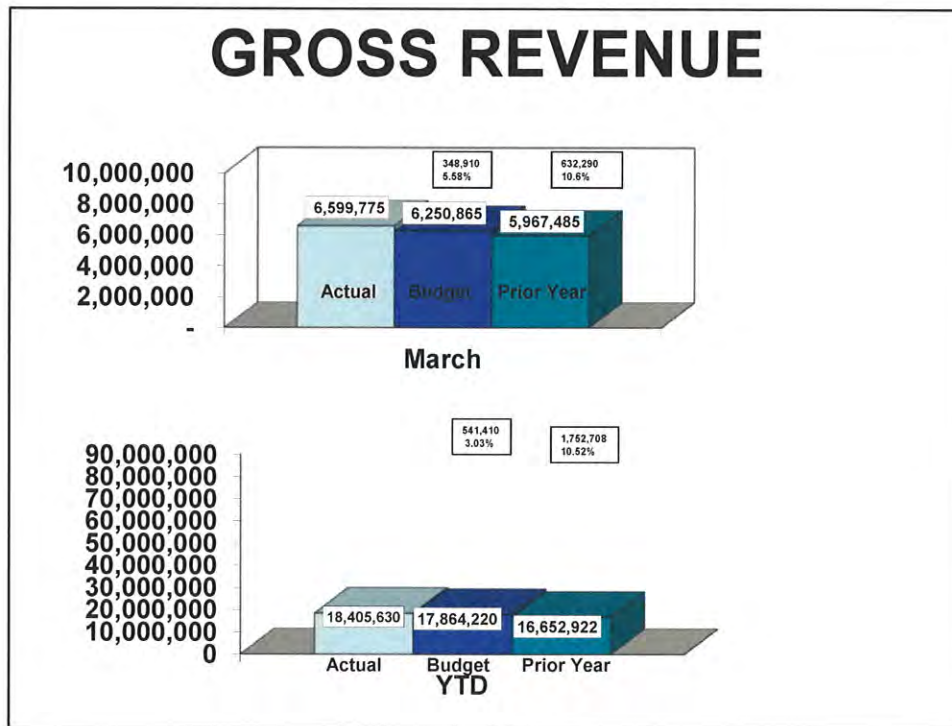


RADIOLOGY EXAMS

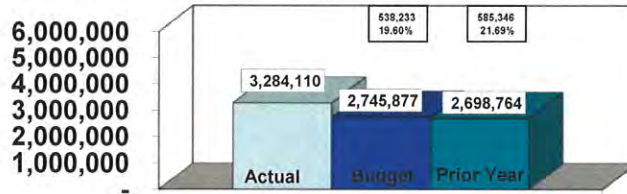


Summary of Financials

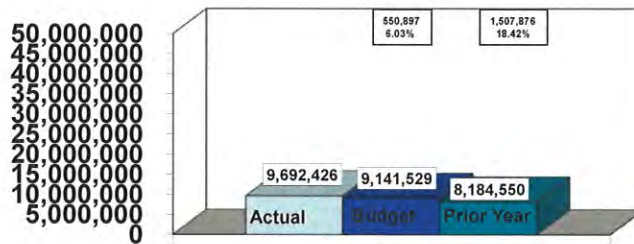
	February
Gross Revenue	\$ 5,853,764
Net Revenue	\$ 2,987,220
Expenses	\$ 3,166,055
Grants, 340B and Tax Revenue	\$ 200,150
Grants and 340B and Stimulus	\$ 118,331
Tax Revenue	\$ 81,819
Net Income	\$ 21,315



NET PATIENT REVENUE

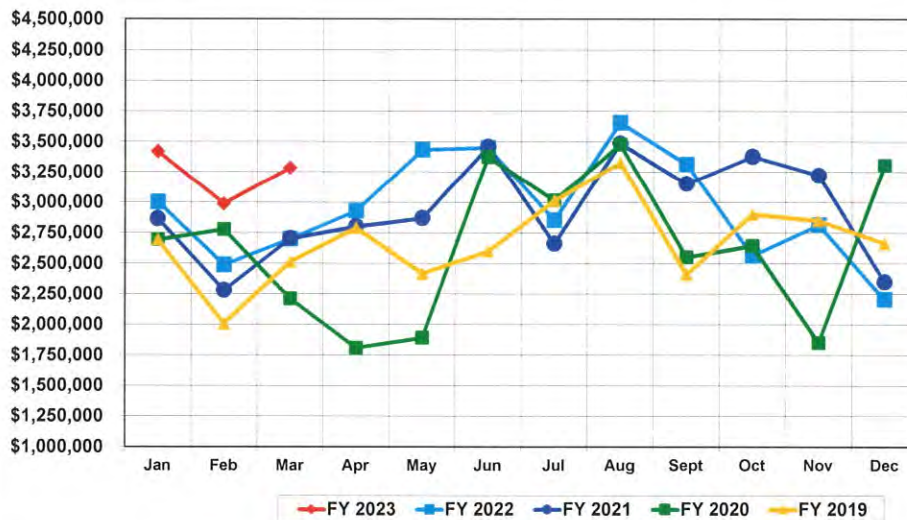


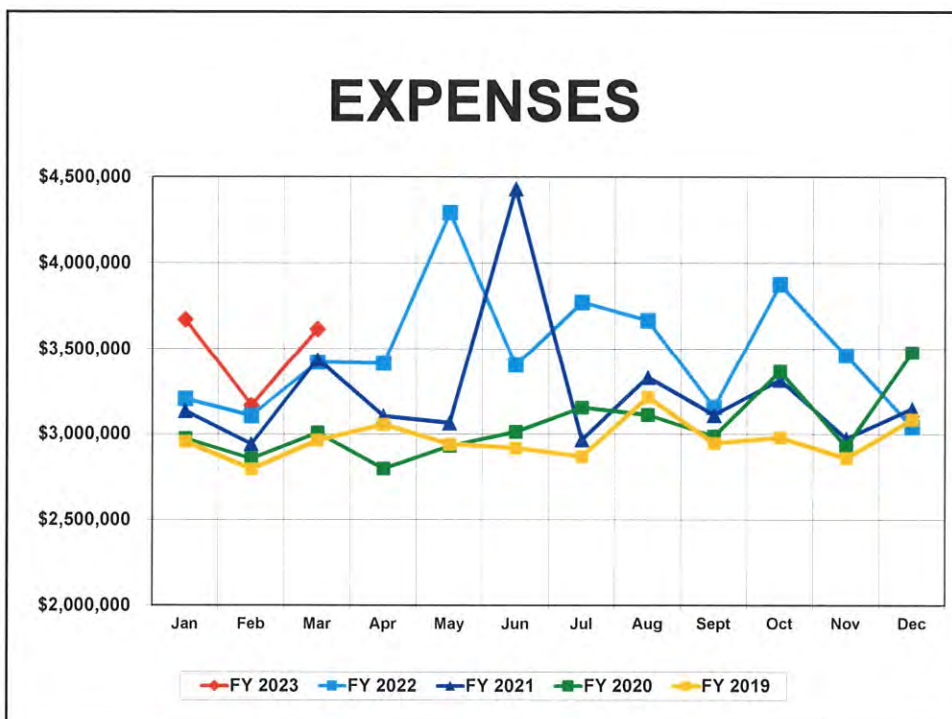
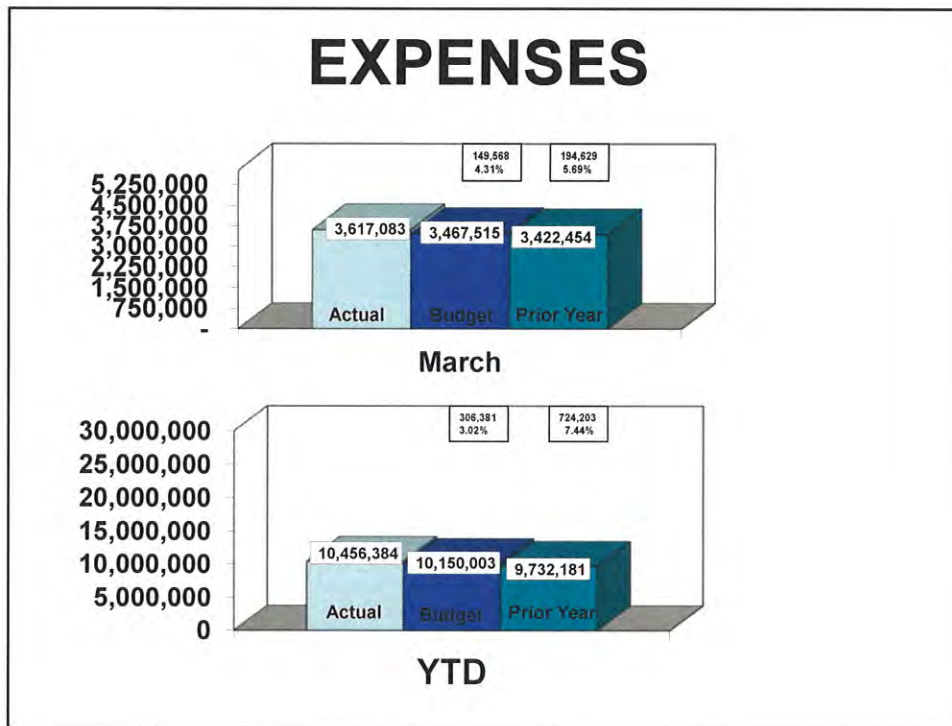
March

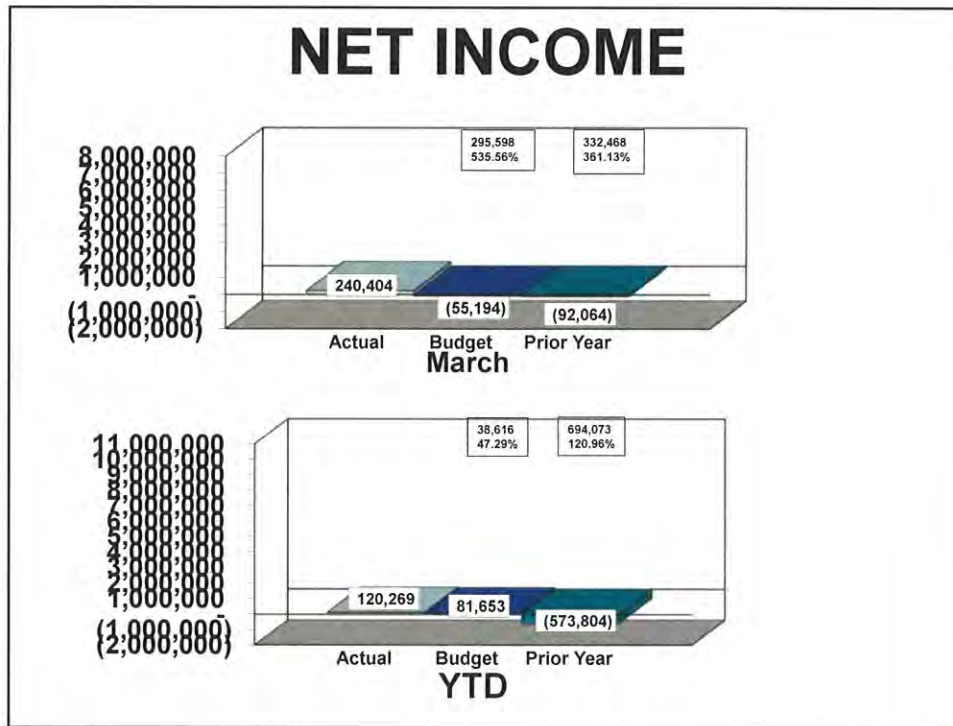


YTD

NET PATIENT REVENUE



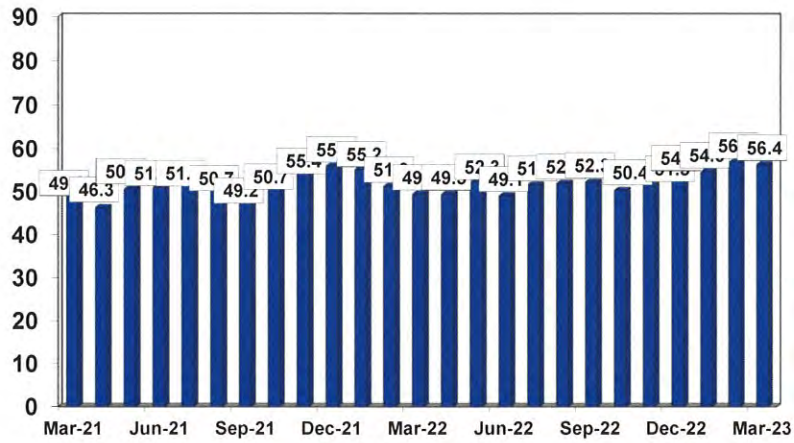




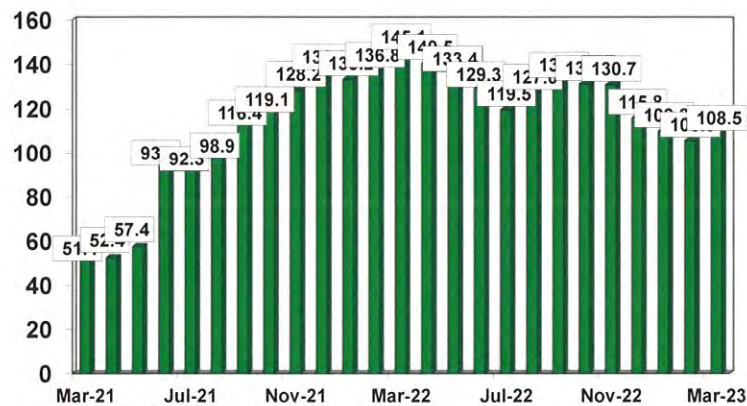
Summary of Financials

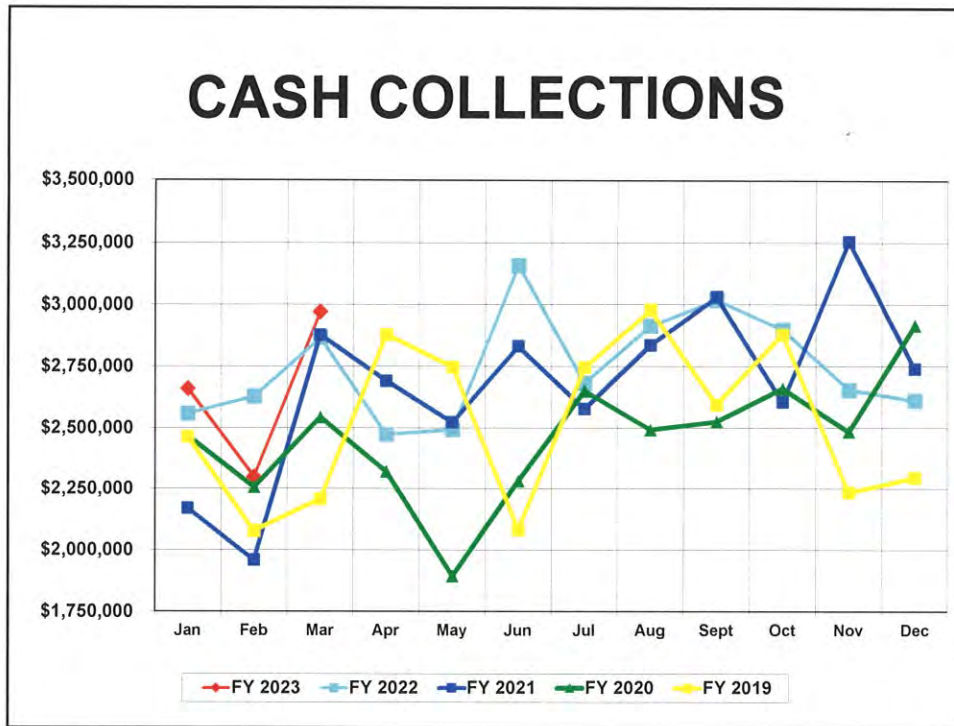
	March
Gross Revenue	\$ 6,599,775
Net Revenue	\$ 3,284,110
Expenses	\$ 3,617,083
Grants, 340B and Tax Revenue	\$ 573,377
Grants and 340B and Stimulus	\$ 103,071
Tax Revenue	\$ 470,307
Net Income	\$ 240,404

GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND





Pagosa Springs Medical Center

Income Statement - - - March 31, 2023

Page 1

	Current Month				Year-to-Date			
	2023	Budget	Difference	Variance	2023	Budget	Difference	Variance
Revenue								
7 Total In-patient Revenue	259,831	619,656	(359,825)	-58%	1,419,057	1,611,105	(192,048)	-12%
17 Total Out-patient Revenue	5,783,131	5,124,084	659,047	13%	15,466,161	14,731,741	734,420	5%
18 Professional Fees	556,813	507,125	49,688	10%	1,520,412	1,521,374	(962)	0%
19 Total Patient Revenue	6,599,775	6,250,865	348,910	6%	18,405,630	17,864,220	541,410	3%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,657,721	3,549,181	108,540	3%	9,592,644	9,070,129	522,515	6%
22 Charity	7,759	-	7,759		51,712	-	51,712	
23 Bad Debt	(29,694)	286,475	(316,169)	-110%	(1,343)	644,568	(645,911)	-100%
24 Provider Fee & Other	(320,121)	(330,668)	10,547	-3%	(929,809)	(992,006)	62,197	-6%
25 Total Revenue Deductions & Bad Debt	3,315,665	3,504,988	(189,323)	-5%	8,713,204	8,722,691	(9,487)	0%
26 Total Net Patient Revenue	3,284,110	2,745,877	538,233	20%	9,692,426	9,141,529	550,897	6%
27 Grants	15,949	27,261	(11,312)	-41%	46,847	75,208	(28,361)	-38%
28 HHS Stimulus Other Revenue	-	-	-		-	-	-	
29 COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30 Other Operating Income - Misc	87,121	182,096	(94,975)	-52%	273,380	484,108	(210,728)	-44%
31 Total Net Revenues	3,387,180	2,955,234	431,946	15%	10,012,653	9,700,845	311,808	3%
32 Operating Expenses								
33 Salary & Wages	1,745,153	1,761,569	(16,416)	-1%	5,134,854	5,299,265	(164,411)	-3%
34 Benefits	296,306	289,096	7,210	2%	720,983	766,310	(45,327)	-6%
35 Professional Fees/Contract Labor	154,251	111,301	42,950	39%	497,128	327,278	169,850	52%
36 Purchased Services	185,962	191,165	(5,203)	-3%	551,789	554,826	(3,037)	-1%
37 Supplies	666,585	603,234	63,351	11%	1,761,565	1,721,034	40,531	2%
38 Rent & Leases	32,336	17,946	14,390	80%	95,009	54,215	40,794	75%
39 Repairs & Maintenance	55,693	42,568	13,125	31%	139,382	123,024	16,358	13%
40 Utilities	61,512	41,367	20,145	49%	232,005	118,559	113,446	96%
41 Insurance	39,249	37,656	1,593	4%	122,803	112,967	9,836	9%
42 Depreciation & Amortization	166,002	146,641	19,361	13%	500,308	421,795	78,513	19%
43 Interest	91,970	81,141	10,829	13%	247,126	237,797	9,329	4%
44 Other	122,064	143,831	(21,767)	-15%	453,432	412,933	40,499	10%
45 Total Operating Expenses	3,617,083	3,467,515	149,568	4%	10,456,384	10,150,003	306,381	3%
46 Operating Revenue Less Expenses	(229,903)	(512,281)	282,378	-55%	(443,731)	(449,158)	5,427	-1%
47 Non-Operating Income								
48 Tax Revenue	470,307	457,087	13,220	3%	564,000	530,811	33,189	6%
49 Donations	-	-	-		-	-	-	
50 Total Non-Operating Income	470,307	457,087	13,220	3%	564,000	530,811	33,189	6%
51 Total Revenue Less Total Expenses	\$ 240,404	\$ (55,194)	\$ 295,598	-536%	\$ 120,269	\$ 81,653	\$ 38,616	47%

Pagosa Springs Medical Center

Income Statement Comparison - - - March 31, 2023

Page 2

	Current Month				Year-to-Date				
	2023	2022	Difference	Variance	2023	2022	Difference	Variance	
Revenue									
2									
7	Total In-patient Revenue	259,831	526,767	(266,936)	-51%	1,419,057	1,349,192	69,865	5%
17	Total Out-patient Revenue	5,783,131	4,936,133	846,998	17%	15,466,161	13,857,000	1,609,161	12%
18	Professional Fees	556,813	504,585	52,228	10%	\$ 1,520,412	1,446,730	73,682	5%
19	Total Patient Revenue	6,599,775	5,967,485	632,290	11%	18,405,630	16,652,922	1,752,708	11%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	3,657,721	3,024,571	633,150	21%	\$ 9,592,644	8,093,976	1,498,668	19%
22	Charity	7,759	50,114	(42,355)	-85%	51,712	98,949	(47,237)	-48%
23	Bad Debt	(29,694)	434,201	(463,895)	-107%	(1,343)	995,942	(997,285)	-100%
24	Provider Fee & Other	(320,121)	(240,165)	(79,956)	33%	(929,809)	(720,495)	(209,314)	29%
25	Total Revenue Deductions & Bad Debt	3,315,665	3,268,721	46,944	1%	8,713,204	8,468,372	244,832	3%
26	Total Net Patient Revenue	3,284,110	2,698,764	585,346	22%	9,692,426	8,184,550	1,507,876	18%
27	Grants	15,949	-	15,949		46,847	-	46,847	
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30	Other Operating Income - Misc	87,121	141,297	(54,176)	-38%	273,380	401,707	(128,327)	-32%
31	Total Net Revenues	3,387,180	2,840,061	547,119	19%	10,012,653	8,586,257	1,426,396	17%
32	Operating Expenses								
33	Salary & Wages	1,745,153	1,633,832	111,321	7%	5,134,854	4,831,281	303,573	6%
34	Benefits	296,306	322,110	(25,804)	-8%	720,983	759,103	(38,120)	-5%
35	Professional Fees/Contract Labor	154,251	224,216	(69,965)	-31%	497,128	461,749	35,379	8%
36	Purchased Services	185,962	172,481	13,481	8%	551,789	526,450	25,339	5%
37	Supplies	666,585	578,568	88,017	15%	1,761,565	1,599,044	162,521	10%
38	Rent & Leases	32,336	15,425	16,911	110%	95,009	57,759	37,250	64%
39	Repairs & Maintenance	55,693	35,867	19,826	55%	139,382	159,494	(20,112)	-13%
40	Utilities	61,512	40,642	20,870	51%	232,005	161,287	70,718	44%
41	Insurance	39,249	35,209	4,040	11%	122,803	113,327	9,476	8%
42	Depreciation & Amortization	166,002	146,944	19,058	13%	500,308	437,472	62,836	14%
43	Interest	91,970	90,347	1,623	2%	247,126	242,629	4,497	2%
44	Other	122,064	126,813	(4,749)	-4%	453,432	382,586	70,846	19%
45	Total Operating Expenses	3,617,083	3,422,454	194,629	6%	10,456,384	9,732,181	724,203	7%
46	Operating Revenue Less Expenses	(229,903)	(582,393)	352,490	-61%	(443,731)	(1,145,924)	702,193	-61%
47	Non-Operating Income								
48	Tax Revenue	470,307	490,329	(20,022)	-4%	564,000	572,120	(8,120)	-1%
49	Donations	-	-	-		-	-	-	
50	Total Non-Operating Income	470,307	490,329	(20,022)	-4%	564,000	572,120	(8,120)	-1%
51	Total Revenue Less Total Expenses	\$ 240,404	\$ (92,064)	\$ 332,468	-361%	\$ 120,269	\$ (573,804)	694,073	-121%

Pagosa Springs Medical Center

Balance Sheet - - - March 31, 2023

Page 3

Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK/COLO Trust)	\$ 4,935,613	\$ 9,946,752	Accts Payable - System	\$ 729,092	\$ 870,636
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Accrued Expenses	769,273	771,331
Bond Funds - 2016 Bonds (UMB)	50	50	Cost Report Settlement Res	(8,669)	(258,669)
Bond Funds - 2021 (UMB)	2,049,226	1,585,059	Wages & Benefits Payable	1,832,868	1,657,746
CSIP Investments (Begins In March)	5,018,959	-	Deferred Revenue	922,992	1,391,296
Escrow - UMB	-	-	COVID PPP Short Term Loan	-	-
COVID PPP	-	-	Relief Fund Liability	-	-
Relief Fund Cash Restricted	-	-	Medicare Accelerated Pmt Liab	(258,400)	(258,400)
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 N Pagosa	120,000	120,000
Total Cash	12,882,579	12,410,592	Current Portion of LT Debt-2021	420,000	420,000
			Current Portion of LT Debt-2016	225,000	225,000
Accounts Receivable			Total Current Liabilities	4,752,156	4,938,940
Patient Revenue - Net	4,578,027	4,304,267			
Other Receivables	1,035,347	1,545,193	Long-Term Liabilities		
Total Accounts Receivable	5,613,374	5,849,460	Leases Payable - 75 N Pagosa	2,180,000	2,180,000
Inventory	1,794,643	1,799,530	Equipment Lease (Siemens MRI)	1,499,061	1,511,054
			Bond Premium (Net) - 2006 Def Outflows	189,068	190,180
Total Current Assets	20,290,596	20,059,582	Bond Premium (Net) - 2016	117,674	118,099
			Bond Premium (Net) - 2021	702,900	706,871
Fixed Assets			Bonds Payable - 2021	7,465,000	7,465,000
Property Plant & Equip (Net)	23,291,486	23,462,996	Bonds Payable - 2006	-	-
Work In Progress	354,756	354,756	Bonds Payable - 2016	9,025,000	9,025,000
Land	704,021	704,021	Total Long-Term Liabilities	21,178,703	21,196,204
Total Fixed Assets	24,350,263	24,521,773			
			Net Assets		
Other Assets			Un-Restricted	19,090,477	19,090,477
Prepays & Other Assets	500,746	524,131	Current Year Net Income/Loss	120,269	(120,135)
Total Other Assets	500,746	524,131	Total Un-Restricted	19,210,746	18,970,342
			Restricted		
			Total Net Assets	19,210,746	18,970,342
Total Assets	\$ 45,141,605	\$ 45,105,486	Total Liabilities & Net Assets	\$ 45,141,605	\$ 45,105,486

Pagosa Springs Medical Center

Monthly Trends

Page 4

Activity	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	YTD Total
2 In-Patient Admissions	22	30	32	42	27	30	23	26	25	32	28	37	20	85
3 In-Patient Days	58	68	86	115	72	81	34	64	51	64	53	77	34	164
4 Avg Stay Days (In-patients)	2.6	2.3	2.7	2.7	2.7	2.7	1.5	2.5	2.0	2.0	1.9	2.1	1.7	1.9
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	1.9	2.3	2.8	3.8	2.3	2.6	1.1	2.1	1.7	2.1	1.7	2.8	1.1	1.8
Statistics														
9 E/R visits	742	546	622	681	787	638	639	529	616	753	561	516	657	1,734
10 Observ Hours	490	292	578	488	343	221	1,025	358	428	483	557	564	918	2,039
11 Lab Tests	5,200	5,353	5,623	6,094	5,926	6,175	5,720	5,839	6,987	5,695	5,480	5,176	6,094	16,750
12 Radiology/CT/MRI Exams	1,483	1,320	1,288	1,409	1,386	1,563	1,411	1,342	1,274	1,361	1,517	1,464	1,659	4,640
14 OR Cases	104	78	113	100	99	127	91	95	105	116	88	89	88	265
15 Clinic Visits	1,714	1,692	1,756	1,747	1,692	2,021	1,717	1,804	1,627	1,794	1,475	1,602	1,842	4,919
16 Spec. Clinic Visits	44	27	29	46	10	33	33	27	30	37	41	42	28	111
17 Oncology Clinic Visits	116	105	127	137	135	139	120	126	111	93	109	106	106	321
18 Oncology/Infusion Patients	282	205	284	295	268	254	286	214	161	195	134	171	229	534
19 EMS Transports	112	87	117	78	125	130	96	76	104	104	111	74	93	278
20 Total Stats	10,287	9,724	10,537	11,075	10,771	11,301	11,138	10,410	11,443	10,631	10,073	9,804	11,714	31,591

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

2023	March			March			March Prior Y-T-D			
	Current Month	Current Month	Variance	Y-T-D	Y-T-D	Variance	Y-T-D	Prior Y-T-D	Difference	Variance
	Actual	Budget		Actual	Budget		Actual	Actual		
In-Patient										
Admissions:										
Acute	20	33	(13)	85	86	(1)	85	78	7	9%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	20	33	(13)	85	86	(1)	85	78	7	9%
Patient Days:										
Acute	34	83	(49)	164	216	(52)	164	187	(23)	-12%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	34	83	(49)	164	216	(52)	164	187	(23)	-12%
Average Daily Census:										
# Of Days	31	31		90	90		90	90		
Acute	1.1	2.7	(1.6)	1.8	2.4	(0.6)	1.8	2.1	(0.3)	-12%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	1.1	2.7	(1.6)	1.8	2.4	(0.6)	1.8	2.1	(0.3)	-12%
Length of Stay:										
Acute	1.7	2.5	(0.8)	1.9	2.5	(0.6)	1.9	2.4	(0.5)	-20%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	1.7	2.5	(0.8)	1.9	2.5	(0.6)	1.9	2.4	(0.5)	-20%
Out-Patient										
Out-Patient Visits										
E/R Visits	657	687	(30)	1,734	1,975	(241)	1,734	2,522	(788)	-31%
Observ admissions	35	22	13	88	63	25	88	62	26	42%
Lab Tests	6,094	5,644	450	16,750	16,227	523	16,750	15,757	993	6%
Radiology/CT/MRI Exams/M	1,659	1,343	316	4,640	3,862	778	4,640	3,977	663	17%
OR Cases	88	99	(11)	265	284	(19)	265	261	4	2%
Clinic Visits	1,842	1,649	193	4,919	4,741	178	4,919	4,364	555	13%
Spec. Clinic Visits	28	30	(2)	111	87	24	111	109	2	2%
Oncology Clinic Visits	106	111	(5)	321	319	2	321	329	(8)	-2%
Oncology/Infusion Patients	229	256	(27)	534	736	(202)	534	890	(356)	-40%
EMS Transports	93	101	(8)	278	291	(13)	278	313	(35)	-11%
Total	10,831	9,942	889	29,640	28,585	1,055	29,640	28,584	1,056	4%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 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	\$ 2,885,685	\$ 446,836	\$ 303,520	\$ 55,487	\$ 71,105	\$ 106,134	\$ 458,808	\$ 4,327,575	38%	
Medicaid	726,232	44,617	57,878	26,753	10,264	16,462	137,072	1,019,278	9%	
Third Party	1,652,174	534,236	321,989	151,698	156,770	145,658	656,559	3,619,084	31%	
Self-Pay	223,580	372,099	324,873	258,611	204,855	238,954	930,284	2,553,256	22%	
Current Month Total	\$ 5,487,671	\$ 1,397,788	\$ 1,008,260	\$ 492,549	\$ 442,994	\$ 507,208	\$ 2,182,723	\$ 11,519,193	100%	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
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

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 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	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%		
Sep-21	\$ 4,623,878	\$ 1,367,954	\$ 793,192	\$ 861,326	\$ 484,324	\$ 263,617	\$ 1,610,326	\$ 10,004,617		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		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		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		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		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		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		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		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
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%		
Pct Settled (Current)		73.4%	40.1%	35.2%	5.4%	16.6%	-399.1%			

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 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 Settled (Feb from Jan)		67.2%	39.1%	23.8%	18.5%	9.3%	-701.6%			
Pct Settled (Jan from Dec)		74.3%	51.5%	14.0%	12.1%	34.1%	-453.3%			
Pct Settled (Dec from Nov)		72.6%	27.9%	26.1%	19.8%	19.8%	-413.0%			
Pct Settled (Nov from Oct)		73.3%	47.5%	38.5%	24.9%	34.9%	-388.7%			

Pagosa Springs Medical Center

Pagosa Springs Medical Center - - - Net Days in A/R 2023

Page 7

	31	28	31	30	31	30
	Jan-23	Feb-23	Mar-23	Apr-22	May-22	Jun-22
2 Net Accounts Receivable	\$ 3,937,851	\$ 4,304,267	\$ 4,578,027	\$ 3,562,280	\$ 4,287,056	\$ 4,552,033
3 Net Patient Revenue	\$ 3,421,097	\$ 2,987,220	\$ 3,534,110	\$ 2,925,069	\$ 3,497,765	\$ 3,447,795
4 Net Patient Rev/Day (2 month Avg)	\$ 90,700	\$ 108,522	\$ 110,345	\$ 92,280	\$ 105,167	\$ 113,879
5 Net Days in A/R	43	40	41	39	41	40

	31	31	30	31	30	31
	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
7 Net Accounts Receivable	\$ 4,150,381	\$ 4,332,364	\$ 4,146,319	\$ 3,566,483	\$ 3,353,545	\$ 3,573,432
8 Net Patient Revenue	\$ 2,851,249	\$ 3,654,608	\$ 3,390,296	\$ 2,562,908	\$ 2,810,896	\$ 2,202,304
9 Net Patient Rev/Day (2 month Avg)	\$ 103,451	\$ 104,933	\$ 230,900	\$ 195,684	\$ 88,185	\$ 82,369
10 Net Days in A/R	40	41	18	18	38	43

Pagosa Springs Medical Center - - - Gross Days Target

12 Medicare	33%	21	\$ 110,531	\$ 765,980
13 Medicaid	7%	35	\$ 110,531	\$ 270,801
14 Blue Cross	15%	48	\$ 110,531	\$ 795,823
15 Commercial	26%	65	\$ 110,531	\$ 1,867,974
16 Self Pay	19%	150	\$ 110,531	\$ 3,150,134
17 Total:	100%			\$ 6,850,712
18				\$ 110,531
19			Gross Days in A/R Target	62

Statement of Cash Flows

	Mar-23
Cash Flows from operating activities	
Change in net assets	240,404
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	166,002
Patient accounts receivable	(273,760)
Accounts payable and wages payable	33,578
Accrued liabilities	(2,058)
Pre-paid assets	23,385
Deferred revenues	(468,304)
Other receivables	509,846
Reserve for third party settlement	250,000
Inventory	4,887
Net Cash Provided by (used in) operating activities	483,980
Cash Flows from investing activities	
Purchase of property and equipment	-
Work in progress	-
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	-
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	-
Change in Prior Year Net Assets	-
Change in leases payable	(11,993)
Net Cash Provided by (used in) financing activities	(11,993)
Net Increase(Decrease) in Cash	471,987
Cash Beginning of Month	12,410,592
Cash End of Month	12,882,579

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						
May-23						
Jun-23						
Jul-23						
Aug-23						
Sep-23						
Oct-23						
Nov-23						
Dec-23						
	\$7,096,877.00	\$7,934,718.57	\$837,841.57	111.81%	\$ 19,491.87	\$7,954,210.44



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, JOHN WISNESKI
April 25, 2023**

~~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
Kristin Lane, DO	Initial Appointment	Active/Internal Medicine (Primary Care)	Internal Medicine & Obesity Medicine
Ryan Albritton, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Ira Chang, MD	Reappointment	Telemedicine/Teleneurology	Neurology
Chad Gray, MD	Reappointment	Courtesy/Emergency Medicine & Family Medicine	Family Medicine
Adam Williams, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Michael Yung, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 17

Courtesy: 22

Telemedicine: 146

Advanced Practice Providers & Behavioral Health Providers: 12


Honorary: 2

Total: 199

STRATEGIC PLANNING COMMITTEE

The Committee researched options to achieve all three of the following goals:

- A service or service line to address market demand or unmet needs; and
- A service or service line that supports the sustainability of the medical center; and
- A service or service line that is an appropriate use for the unoccupied Medical Wellness Building (the building acquired in 2022 from Pruitt Properties).



Strategic Planning Committee finds that a ***Health In Motion Service Line – Orthopedics, Physical Therapy, Sports Performance & Wellness*** meets all three goals:

- Addresses Market Demand: There is demand in the community for offerings in this service line.
- Supports Sustainability of the Medical Center: The service line offerings result in revenues that will cover the losses of other PSMC services such as the ambulance.
- Is An Appropriate Use of the Medical Wellness Building (MWB): With renovation, the MWB will serve as an excellent space for physical therapy, rehab, sports performance, wellness and community education.

PSMC HEALTH IN MOTION SERVICE LINE – SCOPE OF POSSIBLE OFFERINGS

(Develop services with **GREEN** headings and, depending upon need in the future, possibly develop services with **YELLOW** headings)

Orthopedic Surgery	Non-operative Medical Care	Physical Therapy	Sports Nutrition	Wellness/ Prevention/ Other	Sports Performance	Concussion Services	Athletic Training
Sports injury diagnosis	Sports physicals	Physical Therapy / Sports Rehab	Nutrition consulting	Group Classes <ul style="list-style-type: none"> • Functional Fitness • Mobility- RAD • Group rehab • Strength & Balance • Parkinson's • Cancer Patients • Diabetes 	Team/Group classes	Concussion education	Uncovered events (junior high or schools other than the public high school)
Hip, knee, elbow, shoulder surgery	Primary care for athletes	Gait Analysis	Team nutrition plans	Injury prevention group classes <ul style="list-style-type: none"> • ACL • FIFA 11+ 	Sports performance testing (basic)	ImPACT Concussion <ul style="list-style-type: none"> * Baseline Testing * Post-Injury Testing Tele-consults 	Other event coverage Non-school leagues and teams
Foot & ankle surgery	Neurological care – severe concussion	Post-surgery visits	Individual athlete nutrition plans	Traumatic Brain Injury education & concussion prevention	Team & Personal training <ul style="list-style-type: none"> * Strength * Conditioning * Agility Mobility 	Post-concussion <ul style="list-style-type: none"> * Care Coordination 	Walk-in sports injury assessments
Hand & upper extremity surgery	Medical concussion monitoring	Lower extremity rehab- weight bearing control	Nutrition Education	Lower Extremity Baseline Testing	Pre-season conditioning	Ocular balance testing	Motion capture & analysis
	Concussion return to play	Cancer and Lymphedema	Recipes and eating guides	Recovery Services	Advanced sports performance testing	Vestibular rehabilitation	
	Non-operative sports injuries		Cooking demonstrations for athletes	Mindfulness, Communication	Sport-specific skills coaching (e.g. ski team, little league)	Supervision of Post-concussion return to activity	
					Sports psychology		



Strategic Planning, continued

**Pagosa Springs Medical Center
Health in Motion Services - Physical Therapy
Predicted Calendar 2023 - 2024**

	600 New Patients All Patient Referrals Predicted	518 New Patients 75% of the Referrals Predicted	345 New Patients 50% of the Referrals Predicted
Revenue			
Revenue Evaluation	230,394	185,889	141,384
Revenue for Therapy in 15 min Increments	3,975,636	3,207,566	2,439,696
Revenue Discharge	137,188	126,808	96,448
Total Revenue	4,363,198	3,520,363	2,677,528
Contractual/Bad Debt			
Revenue Evaluation	193,495	156,118	118,741
Revenue for Therapy in 15 min Increments	2,845,205	2,295,599	1,745,984
Revenue Discharge	130,967	105,569	80,370
Total Contractuals	3,169,668	2,557,386	1,945,104
Net Revenue	1,193,530	962,977	732,424
Expenses			
Salaries	559,000	432,250	381,875
Benefits	111,800	86,450	76,375
Recruitment Fees	-	-	-
Maintenance Contract	-	-	-
Purchased Services	-	-	-
Departmental Supplies	8,500	6,379	4,250
Chargeable Medical Supplies	-	-	-
Non Chargeable Supplies	10,000	7,500	5,000
Drugs	-	-	-
Minor Equipment	-	-	-
Repairs	-	-	-
Utilities	-	-	-
Telephone	-	-	-
Trash Collection	-	-	-
Rest	-	-	-
Travel & Mileage	-	-	-
Meals	-	-	-
Meetings & Conferences	-	-	-
Dues & Subscriptions	-	-	-
License & Permits	-	-	-
Public Relations	-	-	-
Overhead	137,850	106,513	93,500
Cost of Ancillary Services	-	-	-
Other Expense	-	-	-
Total Expense	827,160	639,090	561,000
Contribution Margin	366,370	323,887	171,424
Equipment and Renovation	250,000	250,000	250,000

All Referral Scenario

Assumptions:

We have referred 600 Patients out for Physical Therapy to Outside Therapy Providers
Based on orders and frequency of treatment, all patients will get an evaluation, 14 visits and a discharge evaluation
Equipment needed to be able to perform these visits is estimated at \$50,000.

Renovation of the MWH is estimated to use \$200,000 operating cash (grants/donations fund remainder of costs)

All gross revenue is based on our current charges

All net revenue is based on Medicaid reimbursement for these services

All encounters receive 45 minutes of therapy with a PT

For this purpose we have not added additional services that could be provided by this department

This project will require us to hire 5.5 additional FTE's

75% Referral Scenario

Assumptions:

PSMC referred 690 Patients out for PT to Outside Providers. Assumes PSMC provides PT to 50% of the referral population.

Based on orders and frequency of treatment, all patients will get an evaluation, 14 visits and a discharge evaluation

Equipment needed to be able to perform these visits is estimated at \$50,000

Renovation of the MWH is estimated to use \$200,000 operating cash (grants/donations fund remainder of costs)

All gross revenue is based on our current charges

All net revenue is based on Medicaid reimbursement for these services

All encounters receive 45 minutes of therapy with a PT

For this purpose we have not added additional services that could be provided by this department

This project will require us to hire 4.0 additional FTE's

50% Referral Scenario

Assumptions:

PSMC referred 690 Patients out for PT to Outside Providers. Assumes PSMC provides PT to 50% of the referral population.

Based on orders and frequency of treatment, all patients will get an evaluation, 14 visits and a discharge evaluation

Equipment needed to be able to perform these visits is estimated at \$50,000

Renovation of the MWH is estimated to use \$200,000 operating cash (grants/donations fund remainder of costs)

All gross revenue is based on our current charges

All net revenue is based on Medicaid reimbursement for these services

All encounters receive 45 minutes of therapy with a PT

For this purpose we have not added additional services that could be provided by this department

This project will require us to hire 2.5 additional FTE's

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

Formal Written Resolution 2023-13

April 20, 2023

WHEREAS, the Board of Directors of Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center (hereinafter “Board”) has reviewed a proposed service line: *Health in Motion – Orthopedics, Physical Therapy, Sports Performance and Wellness* with the offerings set forth on the attached chart.

WHEREAS, the *Health in Motion – Orthopedics, Physical Therapy, Sports Performance and Wellness* service line will address market demand, support the sustainability of the medical center, and would be an appropriate use of the Medical Wellness Building (when renovated).

WHEREAS, PSMC staff has planning and preparation work to conduct in 2023 and such work will be within the existing 2023 budget unless the 2023 budget is subsequently amended by the Board (to include, for example, receipt of grant or fundraising amounts for the service line or renovation of the Medical Wellness Building); for 2024, staff will propose in the budget process expenses associated with operationalizing and growing the service line.

NOW, THEREFORE, THE BOARD HEREBY RESOLVES to approve the service line *Health in Motion – Orthopedics, Physical Therapy, Sports Performance and Wellness*.

Matt Mees, Chair and authorized signor for the Board of Directors of PSMC

PSMC HEALTH IN MOTION SERVICE LINE – SCOPE OF POSSIBLE OFFERINGS

(Develop services with **GREEN** headings and, depending upon need in the future, possibly develop services with **YELLOW** headings)

Orthopedic Surgery	Non-operative Medical Care	Physical Therapy	Sports Nutrition	Wellness/ Prevention/ Other	Sports Performance	Concussion Services	Athletic Training
Sports injury diagnosis	Sports physicals	Physical Therapy / Sports Rehab	Nutrition consulting	Group Classes <ul style="list-style-type: none"> • Functional Fitness • Mobility- RAD • Group rehab • Strength & Balance • Parkinson's • Cancer Patients • Diabetes 	Team/Group classes	Concussion education	Uncovered events (junior high or schools other than the public high school)
Hip, knee, elbow, shoulder surgery	Primary care for athletes	Gait Analysis	Team nutrition plans	Injury prevention group classes <ul style="list-style-type: none"> • ACL • FIFA 11+ 	Sports performance testing (basic)	ImPACT Concussion <ul style="list-style-type: none"> • Baseline Testing • Post-injury Testing • Tele-consults 	Other event coverage Non-school leagues and teams
Foot & ankle surgery	Neurological care – severe concussion	Post-surgery visits	Individual athlete nutrition plans	Traumatic Brain Injury education & concussion prevention	Team & Personal training <ul style="list-style-type: none"> • Strength • Conditioning • Agility Mobility 	Post-concussion <ul style="list-style-type: none"> • Care • Coordination 	Walk-in sports injury assessments
Hand & upper extremity surgery	Medical concussion monitoring	Lower extremity rehab- weight bearing control	Nutrition Education	Lower Extremity Baseline Testing	Pre-season conditioning	Ocular balance testing	Motion capture & analysis
	Concussion return to play	Cancer and Lymphedema	Recipes and eating guides	Recovery Services	Advanced sports performance testing	Vestibular rehabilitation	
	Non-operative sports injuries		Cooking demonstrations for athletes	Mindfulness, Communication	Sport-specific skills coaching (e.g. ski team, little league)	Supervision of Post-concussion return to activity	
					Sports psychology		



MINUTES OF REGULAR BOARD MEETING
March 28, 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 March 28, 2023, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chair Matt Mees, Vice-Chair Kate Alfred, Treasurer/Secretary Mark Zeigler, Director Jason Cox, and Director Barbara Parada
 Present via Zoom: Director Martin Rose, Director Dr. Jim Pruitt
 Present via telephone: none

1) CALL TO ORDER

- a) Call for quorum: Chair Mees called the meeting to order at 5:00 p.m. MST 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: There were none.
- c) Approval of the Agenda: Treasurer/Secretary Mark Zeigler motioned to approve the agenda with no changes. Vice-Chair Kate Alfred seconded; the Board unanimously approved the agenda.

2) PUBLIC COMMENT

There were none.

3) PRESENTATIONS

- a) Presentation of Community Relations -- Foundation, Grants and Marketing. Presented by Manager of Community Relations & Foundation, Jodi Scarpa.
- b) Director Parada asked where complaints should be directed. CEO Dr. Rhonda Webb commented that she responds to many of the complaints and people can call her directly or email their complaints through the website. CEO Webb further explained the process of how PSMC handles complaints through an event reporting system and investigation.

4) REPORTS

- a) Oral Reports
 - i) Chair Report

Chair Mees expressed thanks to Treasurer/Secretary Zeigler, Director Rose and CEO Webb for attending the CHA Conference. Treasurer/Secretary Zeigler recommended everyone attend the PSMC’s Mission: *To provide quality, compassionate healthcare and wellness for each person we serve*

conference due to the education and information received. Director Rose commented that there was a lot of focus on rural hospitals.

ii) CEO Report

CEO Webb advised of the following update:

- Reported on the number of positive Covid tests among both employees and patients with the numbers slightly up.
- Reported on critically ill employee and the good news that the employee was discharged from the hospital.
- Reported on CHA Conference: CEO Webb is on the CHA Board (beginning January 2023); 42 of the 300 conference attendees were Board members; CEO Webb was able to go to the Capital and meet with State Representatives about the unique problems that rural hospitals are facing; a panel from Uvalde, TX presented information on how a hospital should prepare for a mass shooting and that PSMC will be adding this type of planning to emergency plans.
- PSMC has a new grant process in place; PSMC was awarded a grant for \$431,000 for EMS education and equipment.

iii) Strategic Planning Committee Report

- Director Rose advised of the following update: Reviewing proposals and ideas for potential uses for the Medical Wellness Building. Director Cox commented that the Committee will discuss possible uses with the Board in April or May. CAO Bruzzese explained that RFPs (Request for Proposals) would go out the week of March 27th upon the Board's approval of the fundraising. PSMC will apply for a \$1,000,000 grant opportunity through the Colorado Department of Local Affairs (DOLA).
- Director Rose commented that the Gala fundraiser could be used for the Medical Wellness Building. Director Parada asked if any of the \$12,000,000 operational funds could be used for the renovations of the Medical Wellness Building ("MWB"). Senior leaders responded that it requires more than \$110,000 per day to maintain operations so the \$12,000,000 will maintain operations for approximately 105 days. Fundraising for the MWB would be preferable to using operating cash. Director Parada asked the CFO how many days of operational cash does the CFO think PSMC should have on hand. The CFO responded if, for example, a fire left part of the building nonoperational, PSMC will need to pay bills and maintain staff, without income, for the months it would take to restore the building; with this in mind, the CFO's would prefer to see PSMC strive to have 200-300 days of operational cash on hand.
- There was a brief discussion about the report Dr. R. Webb had sent out about the Delta hospital closure due expending days cash on hand to repay the COVID Medicare advance. Questions asked and answered.

iv) Finance Committee Report

CFO Chelle Keplinger presented and discussed financials for January 2023. Questions asked and answered.

b) Written Reports

- i) Medical Staff Report - Treasurer/Secretary Zeigler asked about the status of Dr. Laura Marcu Buck, neurologist. Dr. Webb responded with her anticipated start date and schedule. Questions asked and answered.

ii) Director Parada asked about the 197 people on the Medical Staff. Chief of Staff Dr. Wisneski
PSMC's Mission: To provide quality, compassionate healthcare and wellness for each person we serve

and CEO Dr. Webb explained most are tele-radiologists. Radiology Imaging Associates (“RIA”) in Denver employs a large team of radiologists and any physician on RIA’s team may be the physician who addresses a read for a PSMC patient – this means that all of RIA’s radiologist physicians are on PSMC’s Telemedicine Medical Staff. Questions were asked and answered.

5) EXECUTIVE SESSION

Vice-Chair Alfred motioned to enter into executive session. Upon motion seconded by Director Rose, the Board entered into Executive Session at 5:56 p.m., regarding personnel matters pursuant to C.R.S. Section 24-6-402(4)(f)(I), specifically involving the annual evaluation of the CEO, who was previously informed of the meeting, and renewal/extension of the CEO’s employment agreement.

Directors present in executive session were: Chair Mees, Vice-Chair Alfred, Treasurer-Secretary Zeigler, Director Parada, Director Pruitt (via Zoom), Director Rose, and Director Cox.

Others present in executive session: No others present.

Executive session adjourned at 6:30 p.m. MST.

6) DECISION AGENDA

a) Resolution 2023-11

Director Cox motioned to approve Resolution 2023-11 regarding authorization for the Chair and Vice-Chair to take actions to renew/extend the CEO’s employment agreement. Motion was seconded by Treasurer-Secretary Zeigler and affirmed by the Board.

b) Resolution 2023-12

Director Rose motioned to approve Resolution 2023-12 regarding approval that the fundraising focus for 2023 is renovation of the Medical Wellness Building. Motion was seconded by Vice-Chair Alfred and affirmed by the Board with Director Parada abstaining.

7) CONSENT AGENDA

Vice-Chair Alfred motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 2/28/2023, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). Motion was seconded by Treasurer-Secretary Zeigler, and the Board approved said consent agenda items.

8) OTHER BUSINESS

None

9) ADJOURN

There being no further business, Chair Mees adjourned the regular meeting at 6:35 p.m. MST.

Respectfully submitted by:

Laura DePiazza, serving as Clerk to the Board