



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

Tuesday, October 24, 2023 at 5:00 p.m. MST

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

The public may attend in person or via Zoom.
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) Affirm that newly appointed Director Mark Floyd has been sworn in and added to insurance
- b) Confirmation of quorum
- c) Board Director self-disclosure of actual, potential or perceived conflicts of interest
- d) 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) PRESENTATION [Quality Dept. Complaint Process](#) by Dan Davis, Director of Nursing

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Kate Alfred
 - ii) ~~CEO Report~~ ~~Dr. Rhonda Webb~~
 - iii) ~~Executive Committee~~ ~~Chair Alfred and Vice Chair Rose~~
 - iv) ~~Foundation Board~~ ~~Dir. Parada, Dir. Taylor and CEO R. Webb~~
 - v) ~~Facilities Committee~~ ~~COO C. Mundt and Dir. Alfred~~
 - vi) ~~Strategic Planning Committee~~ ~~Vice Chair Rose, Dir. Cox and CEO R. Webb~~
 - vii) [Finance Committee Report](#) Treas.-Sec. Zeigler, Dir. Floyd, CFO C. Keplinger
 - (a) [September 2023 Financials](#)

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

i) [Medical Staff Report](#)

Chief of Staff, Dr. John Wisneski

5) DECISION AGENDA

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 10/24/2023

b) Approval of Minutes for the following meeting(s):

i) [Regular meeting of 10/12/2023](#)

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



PAGOSA SPRINGS
Medical Center
First-Class Care *Close to Home*

**Complaints and Grievances,
Prepared for PSMC Board Meeting**

Dan Davis, MSN, RN
Crystal DeCola, MS, RN, NEBC
October 24, 2023

Complaint & Grievance Process

WRITTEN POLICY AND PROCEDURE

NOTIFICATION PROCESS

MANAGEMENT OF
COMPLAINT/GRIEVANCE

RESOLUTION

The logo for Pagosa Springs Medical Center is located on the right side of the slide. It features a green wavy line above the text "PAGOSA SPRINGS Medical Center" in blue. Below this, the tagline "First-Class Care Close to Home" is written in a smaller font, with "Close to Home" in green. The logo is set against a white background that is partially enclosed by a blue circular graphic.

PAGOSA SPRINGS
Medical Center
First-Class Care *Close to Home*

Complaint and Grievance Policy

PSMC has a formal policy which outlines our complaints and grievance process.

This policy complies with **CMS Condition of Participation: Patient Rights, standard 482.13**, Which includes (but not limited to):

- Hospital Grievance Process
- Informing patient
 - Process for resolution
 - Specific timeframe for investigation & resolution
 - Written acknowledgement and resolution of grievance.



Welcome to Pagosa Springs Medical Center

The care you deserve, in the mountains you love.

PAGOSA SPRINGS
Medical Center

Q FIND A PHYSICIAN/PROVIDER

\$ FINANCIAL ASSISTANCE

▶ PAY MY BILL

♥ PATIENT

Welcome To Pagosa Springs Medical Center

PSMC staff work together to provide excellent, personal care to all residents and visitors, regardless of ability to pay.

The Care You Deserve, In The Mountains You Love.



Find Your Career

PSMC is hiring for a variety of full-time and part-time positions across departments. Find your PSMC career today!



Hospital Disc

Find out more info PSMC's hospital program to help v



About PSMC

PSMC is dedicated to providing healthcare and wellness for each person we serve. Learn more about PSMC.



The Latest Ne

Stay up-to-date with news, which cover events, as well as

Have a Concern?

Contact Us

Complaint and Grievance Notification Process

Grievances come to us in the following ways:

- Telephone
- Via Email or PSMC Website
- Letter
- Escalated by department Leadership
- Leadership and staff rounding
- Feedback from other staff members

Clarity: Event Management System

1. Event is entered into system
2. Tasks assigned to appropriate individuals for investigation/follow up
 - Tasks are monitored by quality team for timely follow up, severity of event, state reportable events, trends, etc.
3. All follow up and attachments are captured in system
4. Once investigation, follow up, and all required documentation is complete, quality team closes the event and, if appropriate, calls patient and/or sends patient a closure letter when appropriate.

HEALTHCARE SAFETYZONE®

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Examples:

**Patient Care: Emergency Room
&
Pre-authorization/Approval**

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Medical Record Number: 123456

Save Event

Save & Exit Event

✕ Exit Event

Event Number: 15081

Print Tab

Print

LiveEvent

Follow-up

Change Log

Original Event







Protected

Attachment

First Name:	Example
Last Name:	Example
Date of Birth:	1/1/1900
Event Type	Clinical Care/Services
Sub Event Type	Other
Other sub event:	unprofessional uncaring staff
Name of person initiating complaint:	Same
Phone Number:	NO ANSWER
Email:	NO ANSWER
Address, City, State, Zip Code:	NO ANSWER
Relationship to patient:	Self
Facility: (Where did this event occur?)	Hospital
Department: (What department is responsible for this event?)	Emergency Department
Area:	
Specific Location:	NO ANSWER
Do you feel another department has involvement with or needs notification of this incident?	No
Describe the complaint:	Received phone call from patient regarding experience in ED. Patient reports she was treated "differently" because she has a history of documented anxiety and depression in her chart. She felt as though the nurse was treating her unprofessionally and did not show compassion to her, in fact, she felt judged and felt the nurse was not taking her concerns to heart. She reports repeatedly asking for the doctor and was told "he is busy right now" and when she questioned the nurse further she said the nurse coldly replied "I will try to find him to see if he can pop in." The patient and her husband felt
Actions Taken:	Acknowledged concern and explained the complaint process to patient. Thanked her for her feedback and let her know we would be back in touch after the investigation.
Expectations:	NO ANSWER
Reporter Name	Crystal DeCola
Reporter Title:	QAPI Manager

Tasks assigned from HSZP

 notification@healthcaresafetyzone.com
To  Dan Davis

  Reply  Reply All  Forward  

Wed 10/18/2023 12:45 PM

Upper San Juan Health Service District - Complaint / Grievance Form - SafetyZone[®] Portal



Manager Notification

Incident	Due Date	Message	Assigned From
15081	10/18/2023	Dan, please review and document findings for follow up. Thank you	Crystal DeCola

[View Details](#)

This is an automated email. Please do not reply to it.

Manager Follow Up



View / Assign Tasks

[Assign Task](#)

Assigned To	Assigned From	Message	Due Date	Task Completed
Dan Davis	Crystal DeCola	Dan, please review and document findings for follow up. Thank you	10/18/2023	<input type="checkbox"/>

NOTE: Required questions marked with *

Manager's Comment:

[Add Comment](#)

Comment	User	Date Time
Edit Delete Reviewed event with RN involved in this patient's care. Shared with RN patient's perception of the treatment and care she had received while being cared for by this caregiver and ways to create a more positive patient experience (utilizing active listening skills, acknowledging patient concerns and timely response to requests and explaining reasons for any delays in care or requests). RN stated she had not intentionally "treating the patient differently" because of her behavioral health history, but acknowledged how this patient could have received this impression. RN stated that she will work on improving her communication skills moving forward.	Dan Davis	10/18/2023 14:46
Edit Delete No further follow up necessary. Will close event.	Crystal DeCola	10/18/2023 14:56

Is this a Grievance?

Yes No


Was a physician involved?

Yes No [Clear Selection](#)

Does this need a Peer Review?

Yes No [Clear Selection](#)

***Status**

Submitted 

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Actions taken:

- | | | |
|---|--|---|
| <input type="checkbox"/> Adjust Account | <input type="checkbox"/> Follow-up with provider | <input type="checkbox"/> RCA |
| <input checked="" type="checkbox"/> Counseled Staff | <input checked="" type="checkbox"/> Follow-up with Staff | <input type="checkbox"/> Referred for Peer Review |
| <input type="checkbox"/> Disclosure of event to patient/family | <input type="checkbox"/> Insurance company notified | <input type="checkbox"/> Reported to CDPHE |
| <input type="checkbox"/> Education and training | <input checked="" type="checkbox"/> Investigation | <input type="checkbox"/> Reported to FDA/Medical Device Act |
| <input type="checkbox"/> Equipment /supplies immediately tagged and secured | <input type="checkbox"/> Legal counsel notified | <input type="checkbox"/> Reported to National Recall Center |
| <input type="checkbox"/> Failure Mode and Effective Analysis | <input type="checkbox"/> Manufacturer notified | <input type="checkbox"/> Request for Policy/Procedure |
| <input type="checkbox"/> Follow-up with patient/family | <input type="checkbox"/> Notified police/authorities | <input type="checkbox"/> Secured Medical Records |

Contributing factors:

- | | | |
|---|---|---|
| <input type="checkbox"/> A contributing factor not determined | <input type="checkbox"/> Imprint, identification failure | <input type="checkbox"/> Race/ethnic/gender disparity |
| <input type="checkbox"/> Code/Emergency situation | <input type="checkbox"/> Language issue | <input type="checkbox"/> Range orders |
| <input type="checkbox"/> Communication | <input type="checkbox"/> No 24hr pharmacy | <input type="checkbox"/> Shift change |
| <input type="checkbox"/> Computer system/network down | <input type="checkbox"/> No access to patient information | <input checked="" type="checkbox"/> Staff |
| <input type="checkbox"/> Cross coverage | <input type="checkbox"/> Patient names similar/same | <input type="checkbox"/> Weather |
| <input type="checkbox"/> Distractions | <input type="checkbox"/> Patient transfer | <input type="checkbox"/> Workload increase |
| <input type="checkbox"/> Environmental factors | <input type="checkbox"/> Performed incorrectly | <input type="checkbox"/> Other |
| <input type="checkbox"/> Fatigue | <input type="checkbox"/> Poor lighting | |

Ms. John Doe
123 Box 456
Pagosa Springs, CO 81147

Re: Grievance Letter

Dear Ms. John Doe,

Thank you for your phone call on XXXX regarding your recent experience in our Emergency Department. Based on the information you relayed to me, I understand our care did not meet your expectations.

This letter is to inform you that the review process is under way and your concern has been sent to manager of the Emergency Room for further evaluation. Completion of this process could take up to 30 days and we will contact you at that time.

Your care is very important to us and we sincerely appreciate your willingness to express share your concerns.

Sincerely,

Crystal DeCola
Quality Assurance and Performance Improvement Manger
Pagosa Springs Medical Center
970.507.3938
|

Patient Initiation Letter

Ms. John Doe
123 Box 456
Pagosa Springs, CO 81147

Dear Mr. John Doe,

This letter is written in follow up to the concern you reported on XXXXX regarding your recent experience in our Emergency Department at Pagosa Springs Medical Center.

Your concern was forwarded to the manager of the Emergency Room who has completed investigation and taken appropriate follow up with the nurse regarding your concern. XXXXXX, I wish to convey your complaint was taken seriously and appropriate action, based on our determination, has been completed by the leader of the department.

Your care is very important to us and we sincerely appreciate your willingness to share your concerns. We are constantly seeking ways to improve our services and your comments support us in our efforts. The information you provided us will be used to advance our goals of improving patient satisfaction, safety, and quality of care.

If you have any further concerns, please do not hesitate to contact me at the number below.

Sincerely,|

Crystal DeCola
Quality Assurance and Performance Improvement Manger
Pagosa Springs Medical Center
970.507.3938

Patient close out Letter

Example #2

**Actual Event Leading to Process
Improvement:**

Pre-authorization/Approval



Summary of Event:

- LiveEvent
- Follow-up
- Change Log
- Original Event
- Protected
- Attachment
- RCA

DOB: (MM/DD/YYYY)	██████████	
Patient Diagnosis:	NO ANSWER	Patient expressed dissatisfaction with scheduling process of an MRI and the hospital's decision to cancel her MRI, based on insurance denial. The patient's insurance denied her MRI, stating that she needed to do a trial of PT/pain medication therapy prior to approval for an MRI. This information was relayed to the patient without providing her with other options. The patient reported we "essentially took her health care out of her hands based on our decision on profit."
Facility: (Where did this event occur?)	Clinic	
Department: (What department is responsible for this event?)	Other	
Area:		
Do you feel another department has involvement with or needs notification of this incident?	Yes	
Other Location:	Hospital	
Other Sub Location:	Diagnostic Imaging	
Other Sub Sub Location:	MRI	
Event Type:	Access to appointment	
Sub Event Type:		
Was the physician notified?	No	The patient was frustrated that the hospital had not been offered her the opportunity to keep the appointment as self-pay. She went on further to state that had she known this, she asked to proceed with the MRI and paid for this exam out of pocket."
Was the family notified?	N/A	
Were vital signs taken?	No	
Were neurochecks taken?	NO ANSWER	
Describe the event: (facts only please)	<p>Patient called quality department to express dissatisfaction with recent scheduling / radiology appointment. Patient saw Phil Zappone, and he ordered an MRI for ongoing back/ leg issues. She was called by someone to notify her that her insurance denied the MRI, stating she needed to go through PT/ pain meds before MRI would be approved. Patient was told the MRI was then cancelled. Patient reports she was irate because essentially we then took her health care out of her hands and based our decision on profit. She states she would have kept the MRI and paid out of pocket for the MRI. she is very upset because she wasn't offered the opportunity to keep the appointment, no one discussed it with her and she will pay out of pocket for an MRI. she no longer wants to schedule this MRI with us, and would like to have a referral by Phil Zappone to have an MRI in Farmington. She would like to get this in place as soon as possible, she will be paying out of pocket because she does not agree with the insurance company and will make choices for herself regarding her healthcare. She also referenced another incident involving the lab where-in she was told the lab was was open for lab work from 7:30-4:00 and she showed up at 3:50 and the lab would not see her. She states we should not advertise the hours until 4:00 if that is not the actual timeframe. These are the two issues that she wanted to speak with someone about and vent her dissatisfaction with our hospital. She states she likes seeing Phil Zappone and he is a good provider but because of these two issues will be taking her business elsewhere. We left the conversation with the agreement that I would follow up with her regarding the MRI order referral for Farmington and that she wanted her issues to be heard. She stated she appreciated me listening to her and I gave her my number for follow up.</p>	
Initial actions taken:	event entered, tasks assigned for follow up	

View / Assign Tasks

Assign Task

Assigned To	Assigned From	Message	Due Date	Task Completed
Jen Cole	Peg Wanta	Jen, could you get me the self pay cost for an MRI, the patient would like to know and may keep her appointment Thursday.	8/16/2023	<input checked="" type="checkbox"/>
Tamra Lavengood	Peg Wanta	Tamra, can you please let Phil Zappone know about this incident and the fact that insurance denied MRI, but patient would still like the referral, this time to Farmington. Can you see if he can do this, she will self pay for MRI but doesn't want it here	8/17/2023	<input checked="" type="checkbox"/>
Tamra Lavengood	Peg Wanta	Tamra, please see Jen's comments. This was also what Anita described as the correct workflow. Please contact or have the provider contact the patient to determine where the referral for the MRI should be sent or to create next steps for her.	8/17/2023	<input checked="" type="checkbox"/>
Vicki Goeckner	Peg Wanta	Vicki, please have Phil Z, send referral to x-ray assoc /farmington. please document when referral for x-ray associates of Farmington is entered so I can follow up with patient. thank you	8/18/2023	<input checked="" type="checkbox"/>
Vicki Goeckner	Peg Wanta	Vicki, please have provider or provider team contact patient regarding change in imaging order as this may affect pre-auth and patient will want to be informed of changes. Please document any findings or follow up. Thank you	8/18/2023	<input checked="" type="checkbox"/>
Debbie Campbell	Peg Wanta	Debbie, can you please review and document any findings regarding the scheduling and prior authorization of this patient.	8/22/2023	<input checked="" type="checkbox"/>
Jennifer Monday	Peg Wanta	Jennifer, Please review for the lab piece, patient was not able to provider me a date or time, so review more for our signage and posted lab hours per Rhonda's comment.	8/23/2023	<input checked="" type="checkbox"/>
Tamra Lavengood	Peg Wanta	Tamra, please advise regarding the clinic's policy and procedure on who should notify the patient regarding insurance approval and scheduling if something (like imaging in this case) has been denied	8/31/2023	<input checked="" type="checkbox"/>
Debbie Campbell	Peg Wanta	Debbie, please see Tamra's comments regarding clinic process as to who should advise patient.	9/15/2023	<input checked="" type="checkbox"/>
Debbie Campbell	Peg Wanta	Debbie, please add/ attach your process you referenced in comments to this event when completed. thank you	9/22/2023	<input checked="" type="checkbox"/>
Tamra Lavengood	Peg Wanta	Tamra, please review attachment of proposed procedure by Debbie. If in agreement, please comment and advise if this event is then cleared to close. thank you	10/6/2023	<input checked="" type="checkbox"/>

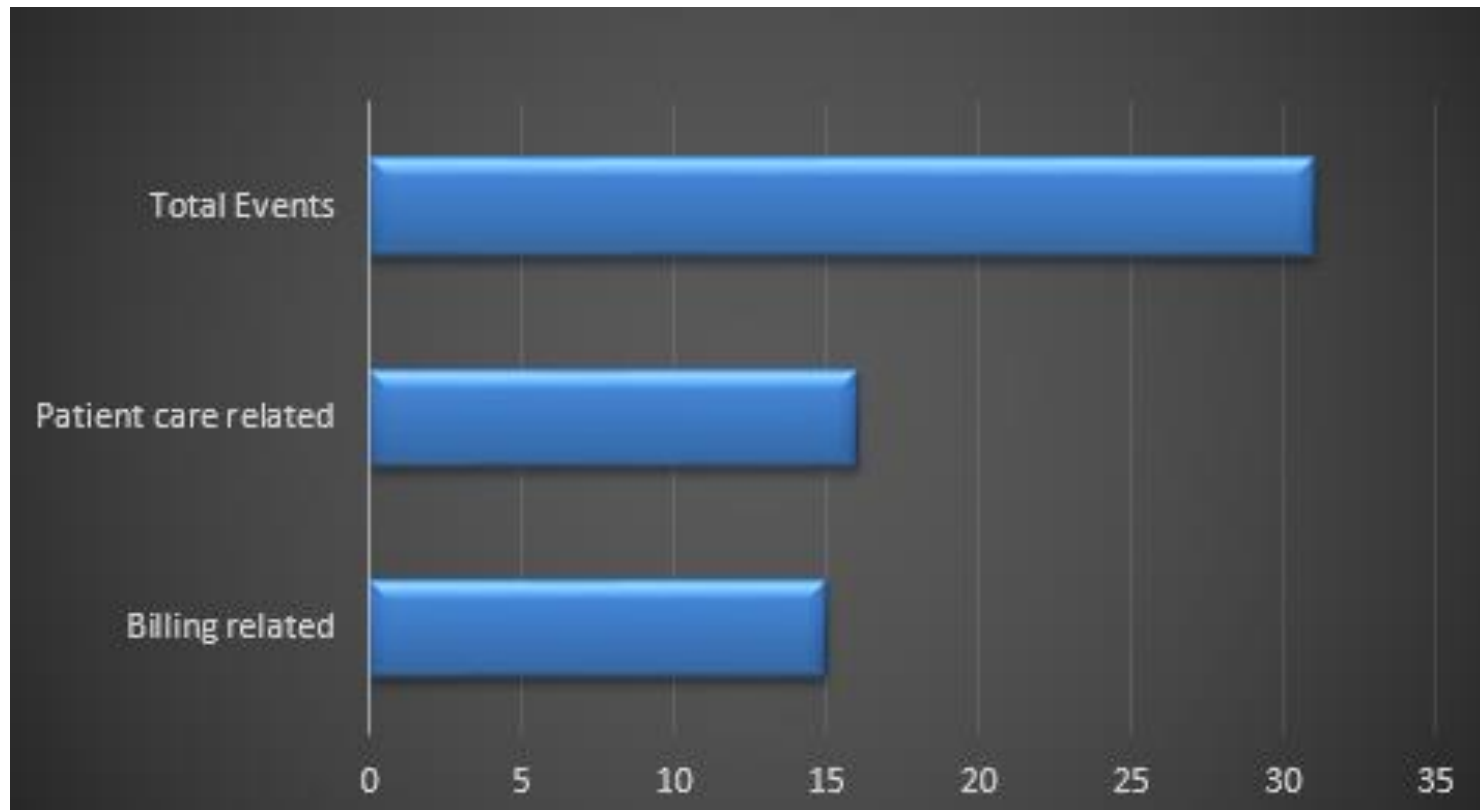
You can see the management of the event in the screenshot above:

- **Assigned tasks**
- **Investigations**
- **Comments**
- **Follow up monitored by Quality Team**

RESULT: *New* Process Created Based on Patient Feedback

Process when Insurance Denies Prior-Authorization

1. Insurance denies request for prior-authorization for the procedure/service.
2. A peer-to-peer is requested and if the peer-to-peer is an option it is communicated/scheduled with the ordering provider and the Director of the Clinic and Clinic Nurse Manager are made aware as well. The patient is also notified the procedure/service is on hold till the peer-to-peer has been done and they will be re-scheduled once the peer-to-peer has been completed.
3. If the peer-to-peer is successful, then the patient is re-scheduled.
4. If the peer-to-peer is not successful, then the patient is given the option to still have the procedure/service as self-pay.
5. If the patient chooses to have the procedure/service, the patient is given the self-pay estimate and is scheduled.
6. The patient will need to sign a letter upon check-in and pay the estimate that was given.
7. If the patient chooses not to have the procedure/service, then the provider is notified and the patient is instructed to contact the provider to discuss options.



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Total Complaints/Grievances July 1st to Date



Questions?



END

**Finance Committee & CFO Report for the
USJHSD Board Meeting on October 24, 2023**

The Board's Finance Committee met on October 17, 2023. The report below provides an overview of the September financials and any comments or questions made by members of the Finance Committee.

1) **September Financials:**

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

- i) September resulted in a positive bottom line for the month of \$215,493 which is less than budget but a solid result.
- ii) Year-to-date PSMC has a positive bottom line of \$1,069,864.
- iii) Discussion of specific line items on the Income Statement:
 - (1) Line 19: Gross charges for the month were 3% less than budget.
 - (2) Lines 32-45: Operating expenses were 1% less than budget.
 - (3) Lines 47-50, Non-operating income: Investment income is on line 48 and year-to-date is \$421,705.

b) **Accounts Receivable:** Accounts Receivable remains in good shape at 47.8 days.

- i) Note: PSMC continues to track gross days of A/R but all agreed that the report of "net days" of A/R no longer needs to be produced.

c) **Cash on hand:** PSMC increased cash to 131.4 days on hand (based upon current calculation of approximately \$112,000 per day to operate PSMC).

d) **Balance Sheet:**

i) **Cash reporting:**

- (1) Month-end account balances for each cash account will be reported on the Balance Sheet (which means operating cash in TBK and ColoTrust will appear on separate lines).
- (2) PSMC made its initial investment of \$5 million to CSIP investments in March of 2023 and since that time, PSMC has made two additional \$500,000 transfers to CSIP. As of the end of September, CSIP funds with transfers and interest earned total \$6,162,879.

- ii) Note: As noted with the auditor discussion in July, GASB 87 changed the designation of "capital assets" and related capital debts to include lease-purchase equipment; and, in addition, the change in accounting rules means that PSMC now has the risk of loss for equipment we do not own but is on-site (for example, the Stryker tower in the O.R.).

e) **Other discussions:** August patient volumes were pretty consistent with trends.

2) **2024 Budget:** Staff continue to evaluate ways to improve the draft 2024 budget before it goes back to Finance Committee and the Board in November.

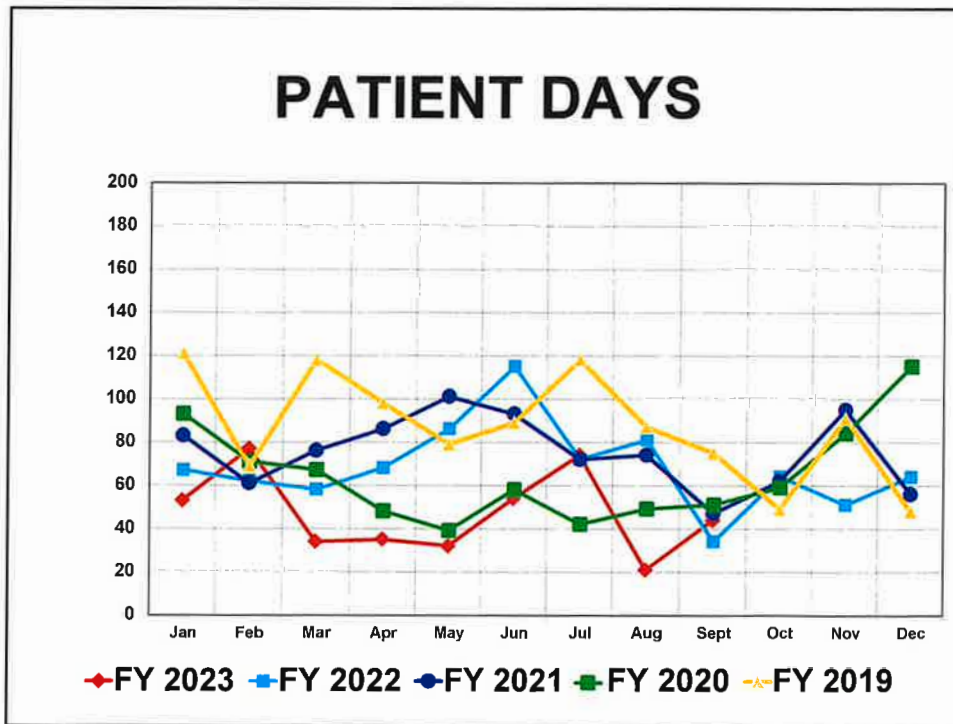
3) **Comments of Finance Committee:** No objections to the September financials other than the staff will specify cash accounts on the Balance Sheet as noted above.



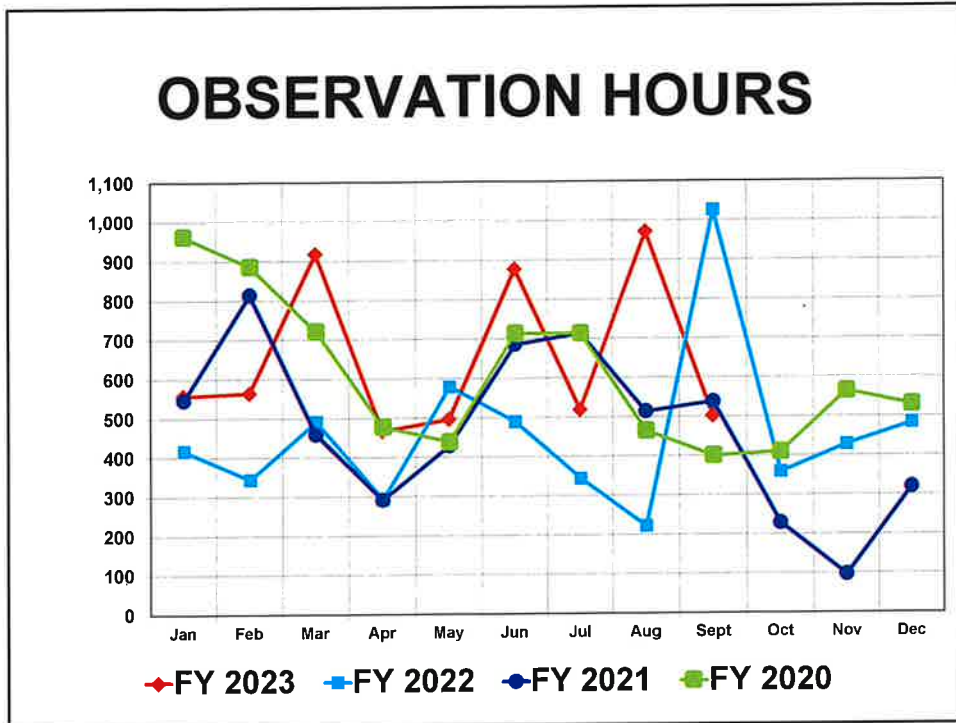
PAGOSA SPRINGS
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THE CARE YOU DESERVE, IN THE MOUNTAINS YOU LOVE

FINANCIAL PRESENTATION
YTD SEPTEMBER 2023

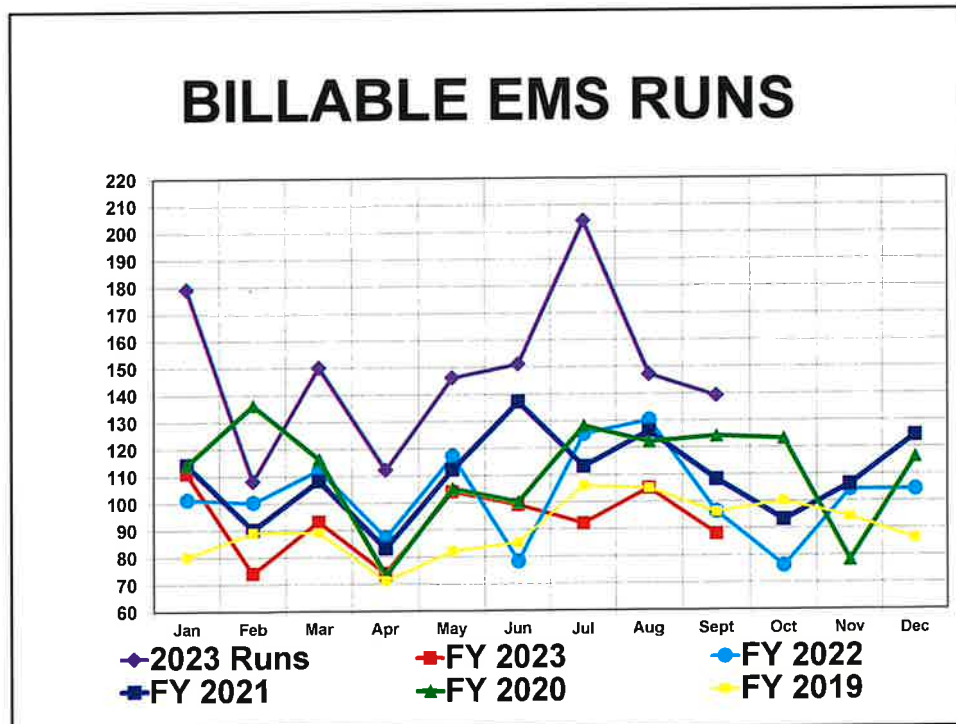
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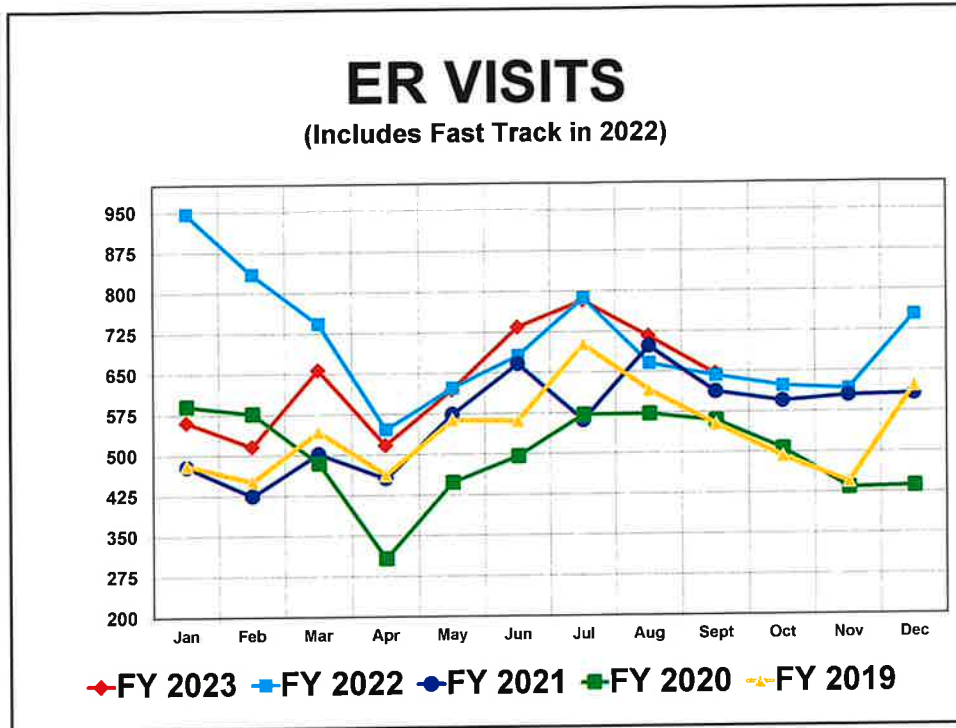
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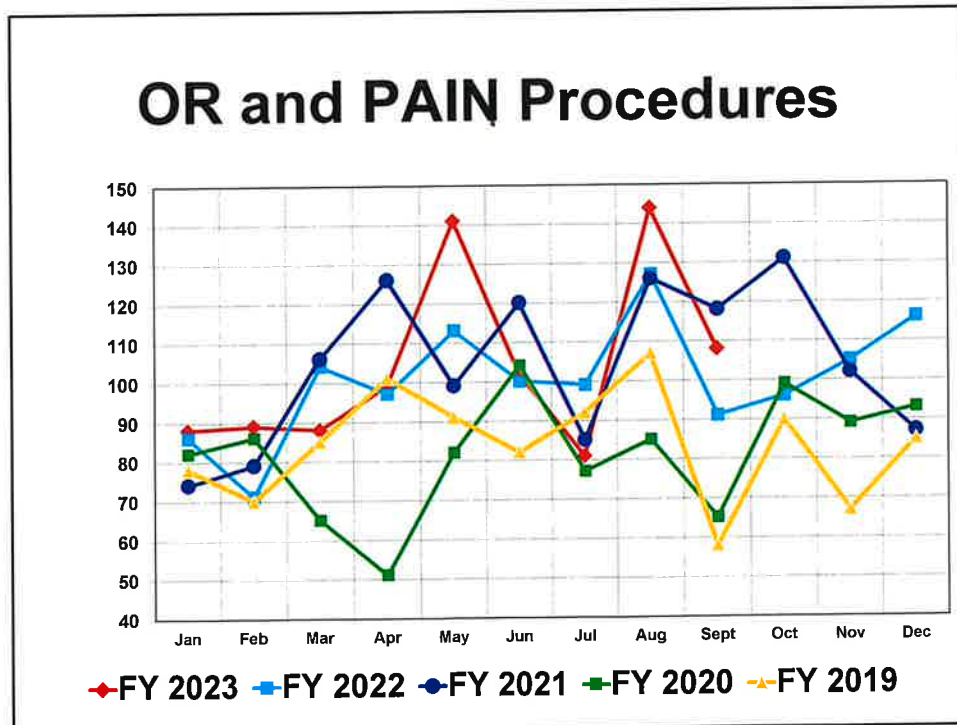
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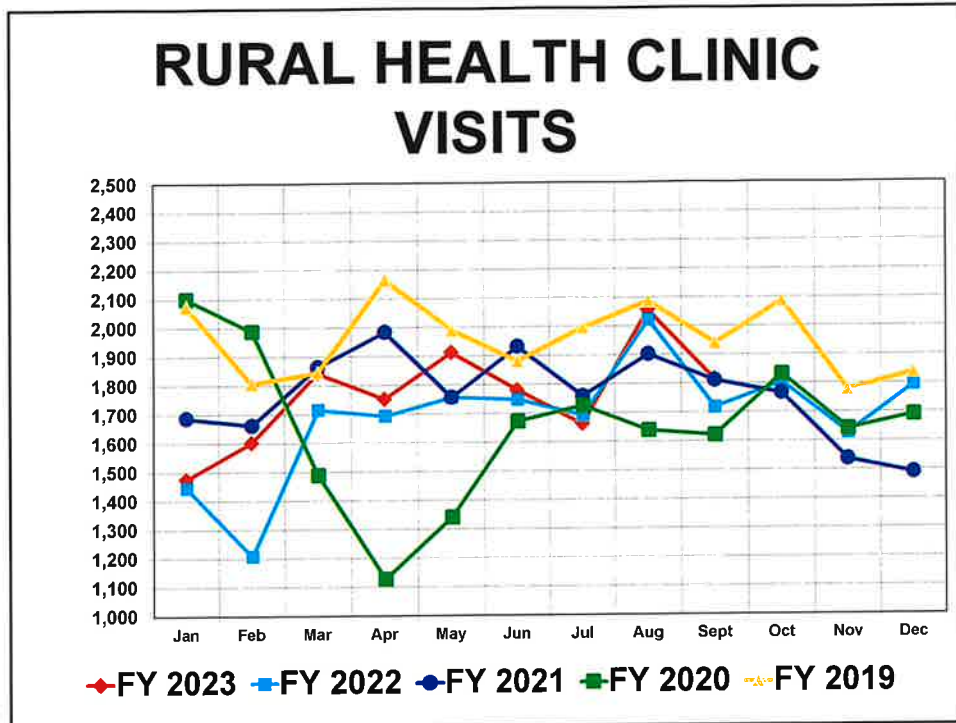
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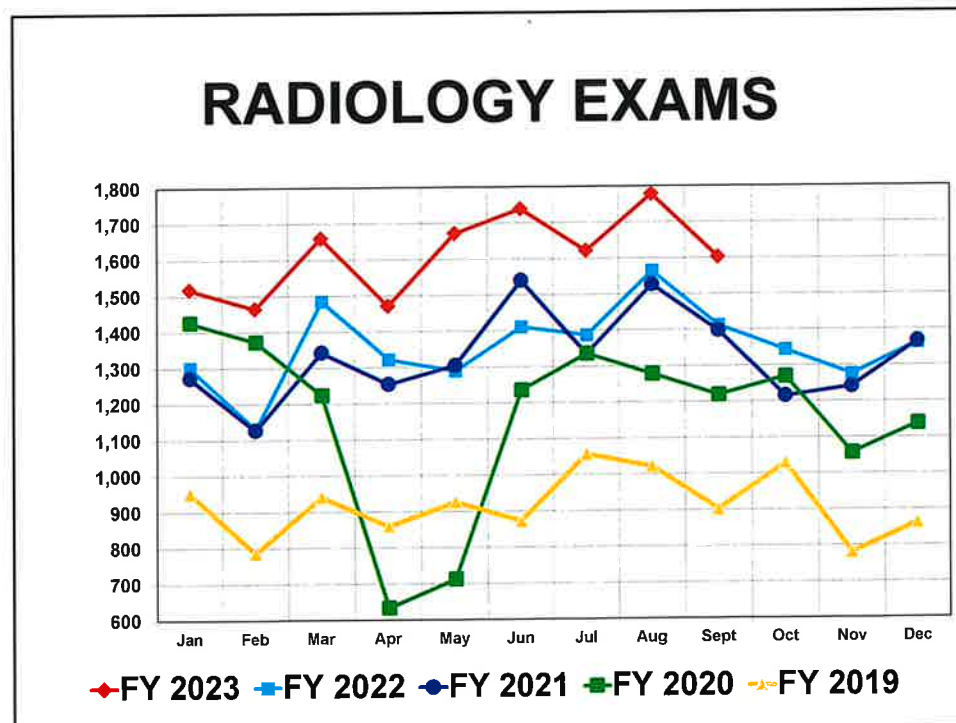
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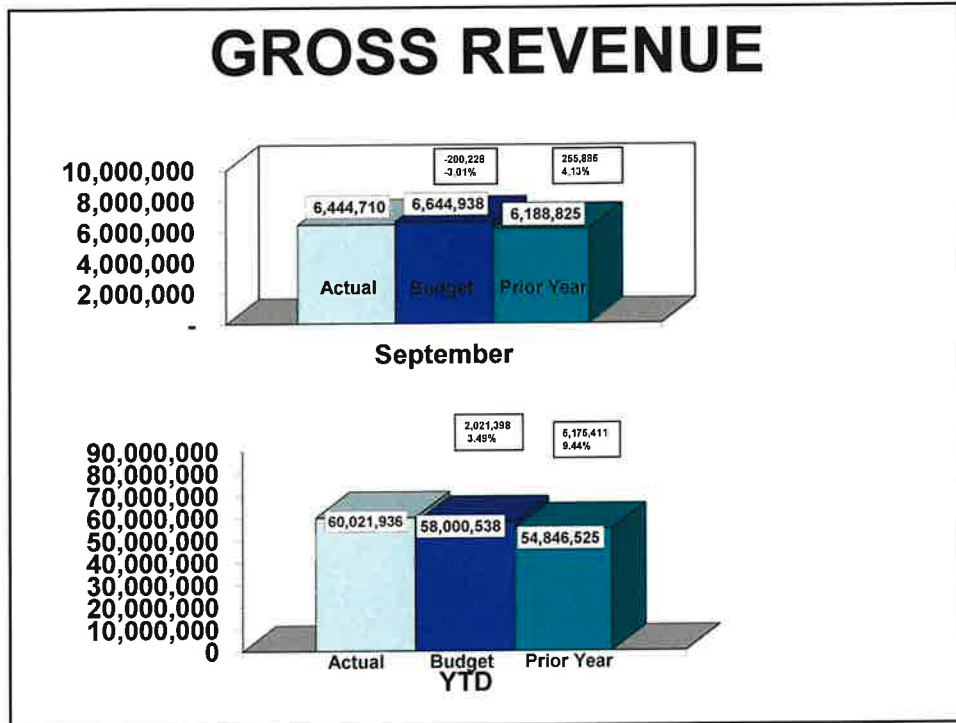
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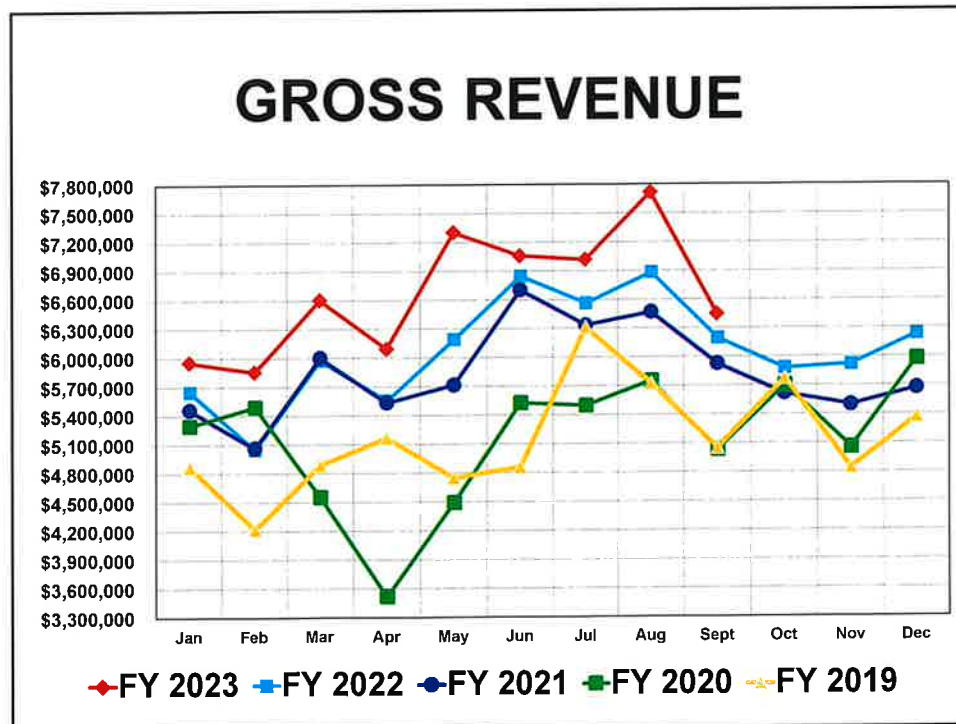
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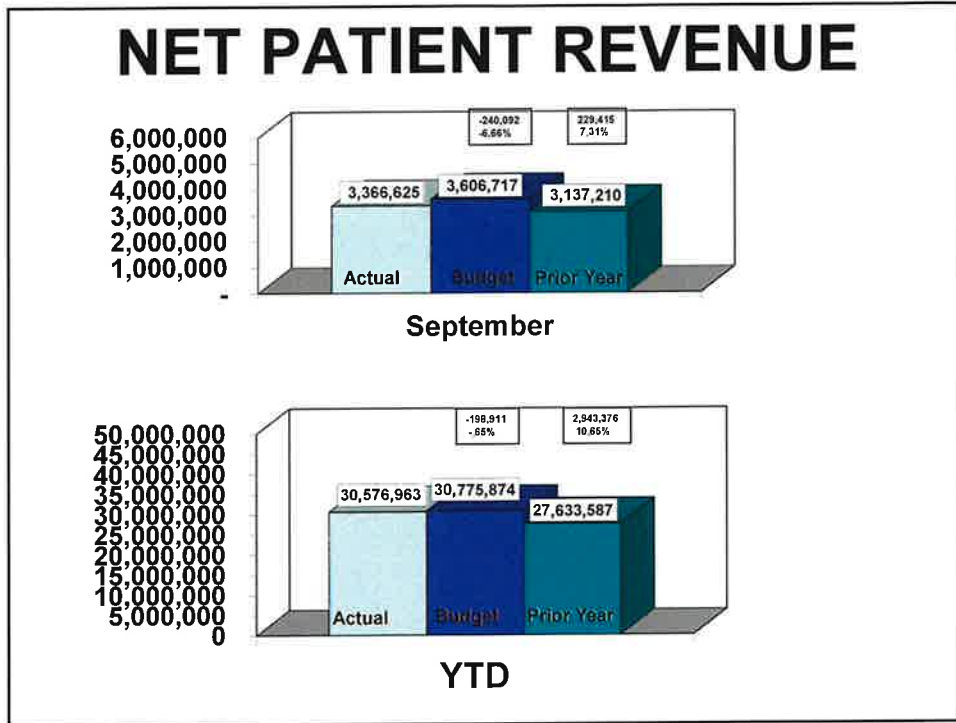
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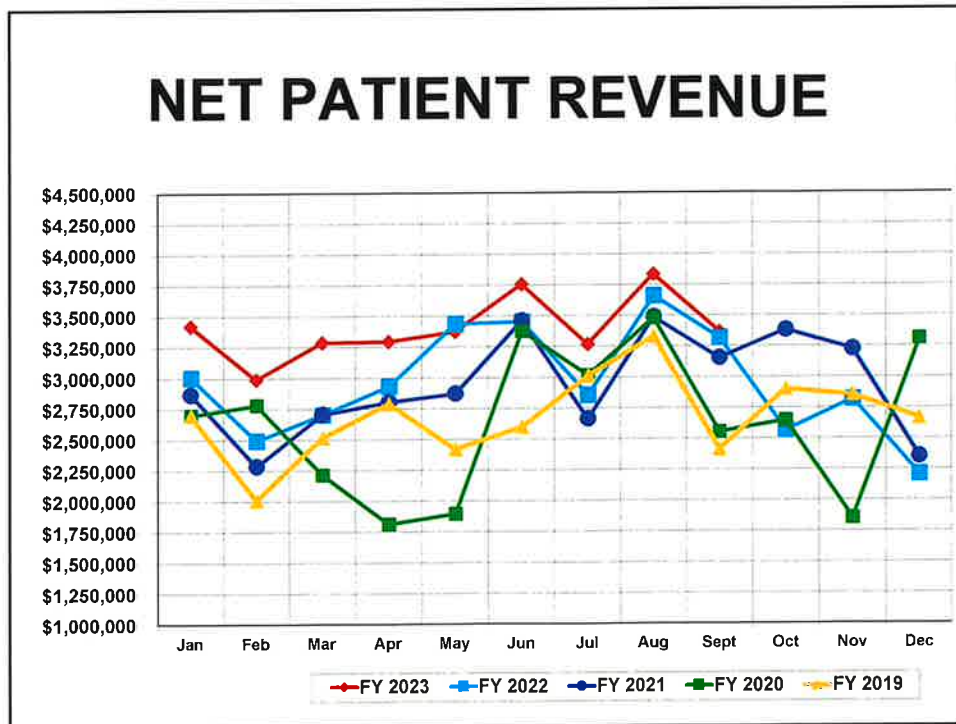
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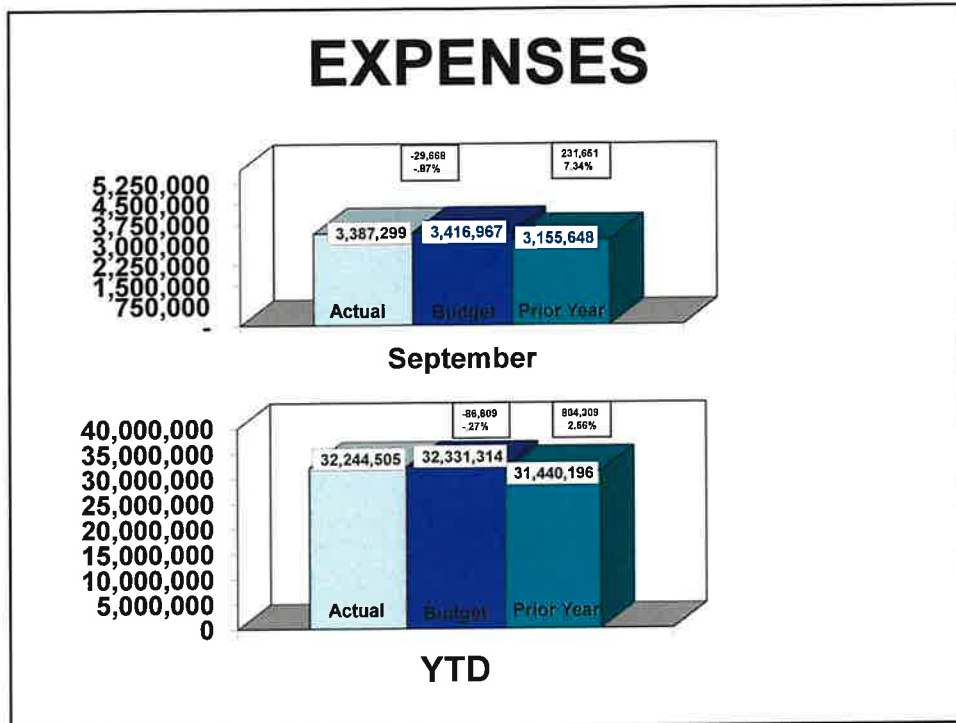
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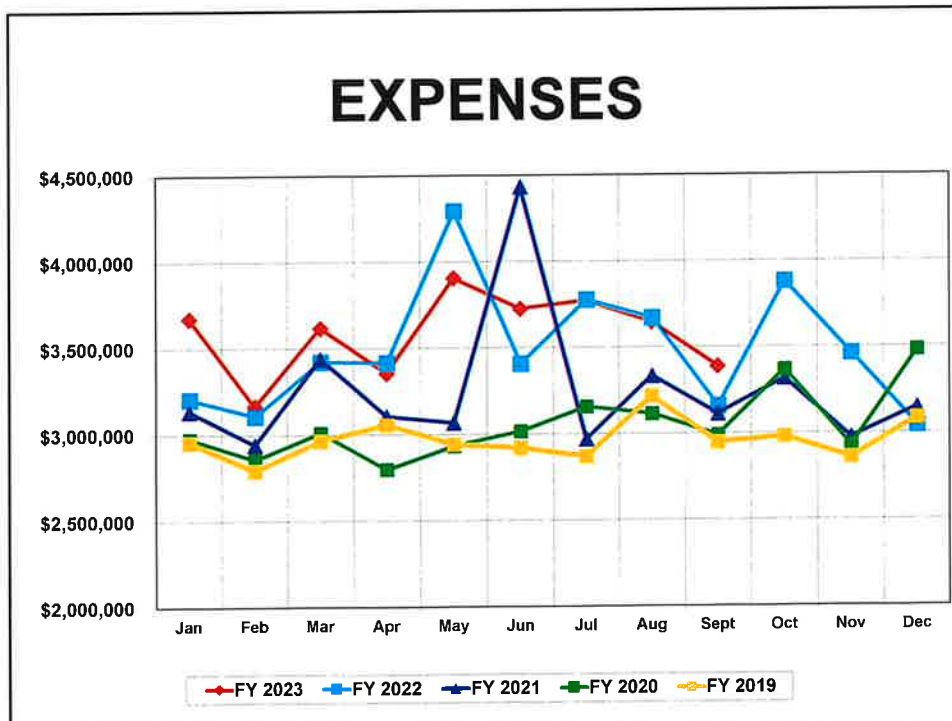
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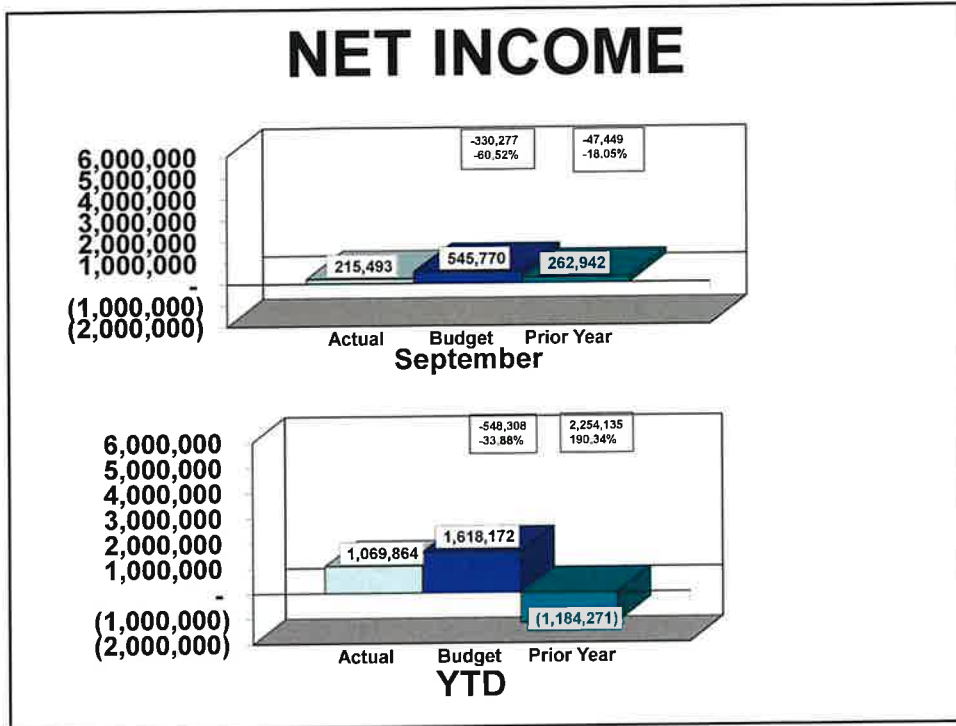
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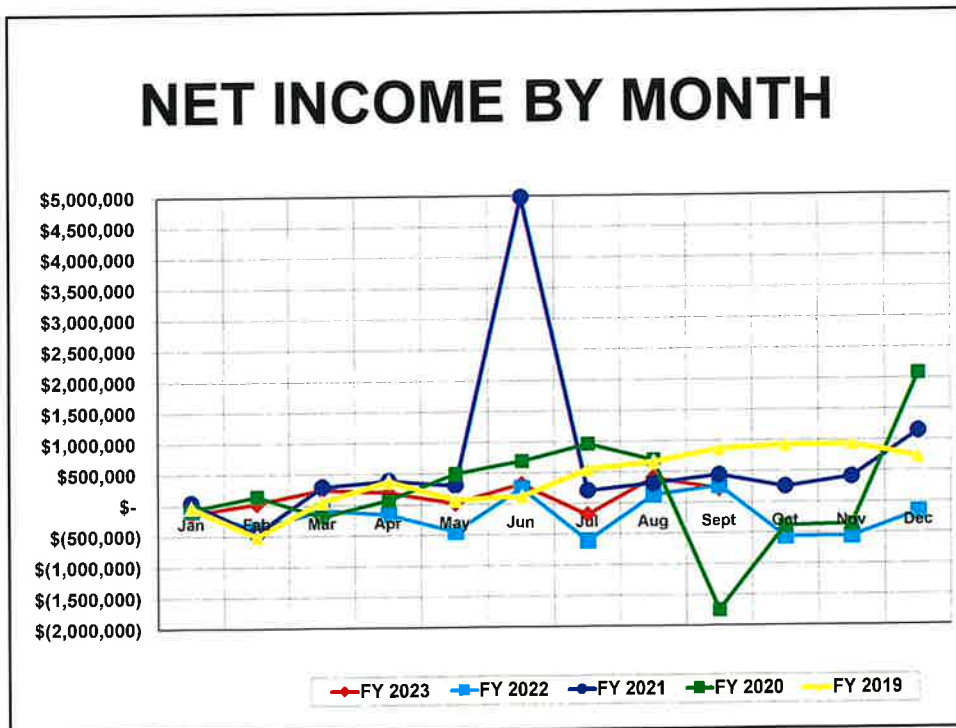
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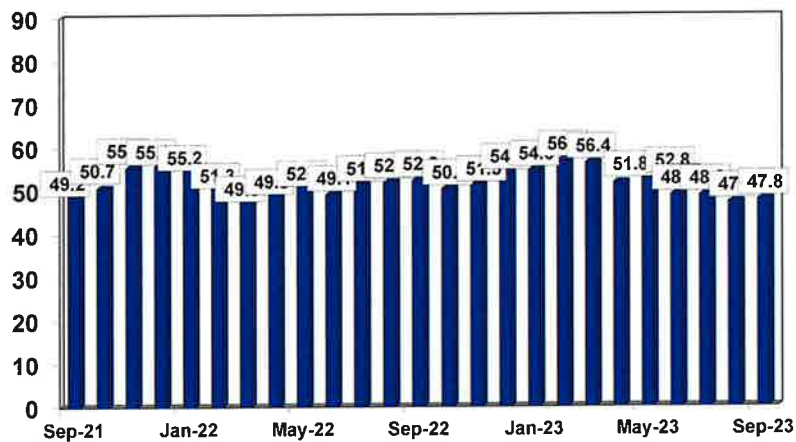
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Summary of Financials

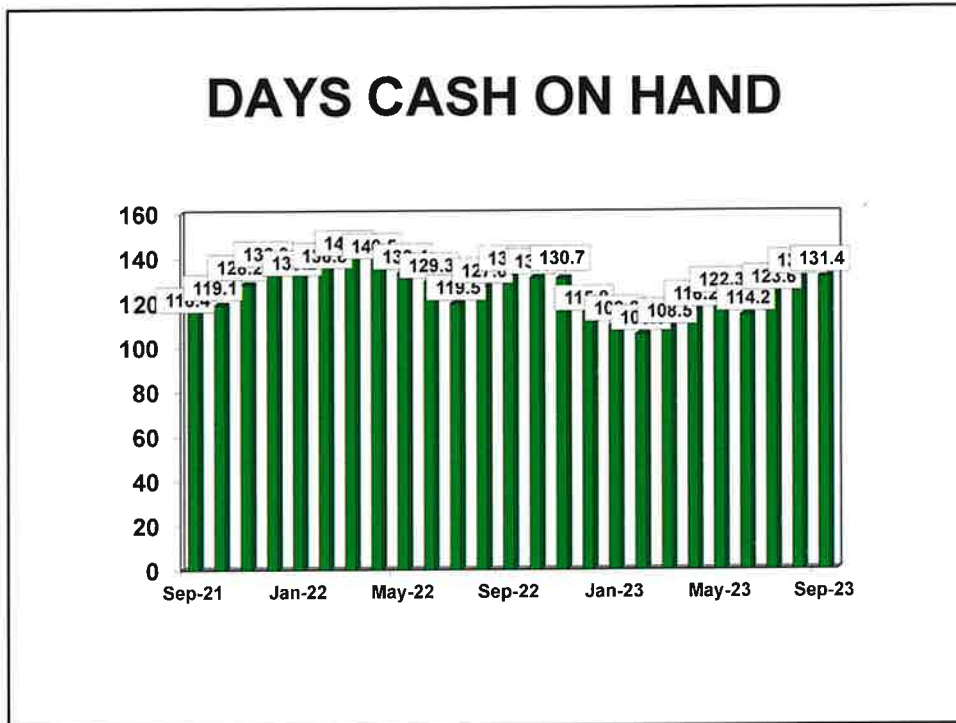
	August	September	
Gross Revenue	7,713,367	6,444,710	
Net Revenue	3,833,891	3,366,625	
Expenses	3,645,392	3,387,299	
Grants, Misc and Tax Revenue	216,408	236,167	
	Grants and Misc	160,572	205,299
	Tax Revenue	55,836	30,868
Net Income	404,907	215,493	

20

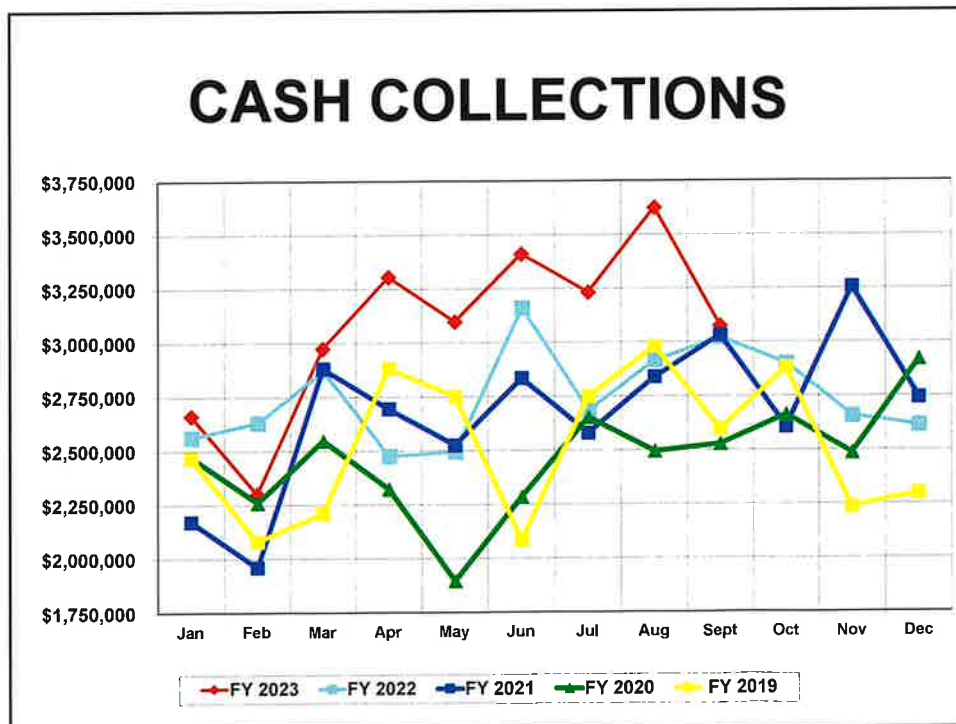
GROSS DAYS IN ACCOUNTS RECEIVABLE



21



22



23

Pagosa Springs Medical Center

Income Statement - - - September 30, 2023

	Current Month				Year-to-Date			
	2023	Budget	Difference	Variance	2023	Budget	Difference	Variance
Revenue								
7 Total In-patient Revenue	159,511	309,828	(150,317)	-49%	2,386,977	5,081,177	(2,694,200)	-53%
17 Total Out-patient Revenue	5,710,946	5,764,595	(53,649)	-1%	52,690,630	48,038,287	4,652,343	10%
18 Professional Fees	574,253	570,515	3,738	1%	4,944,329	4,881,074	63,255	1%
19 Total Patient Revenue	6,444,710	6,644,938	(200,228)	-3%	60,021,936	58,000,538	2,021,398	3%
Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,270,839	3,154,827	116,012	4%	30,368,477	28,787,800	1,580,677	5%
22 Charity	28,832	-	28,832	-	243,368	-	243,368	-
23 Bad Debt	133,586	214,856	(81,270)	-38%	2,225,333	1,414,469	810,864	57%
24 Provider Fee & Other	(355,172)	(331,462)	(23,710)	7%	(3,392,205)	(2,977,605)	(414,600)	14%
25 Total Revenue Deductions & Bad Debt	3,078,085	3,038,221	39,864	1%	29,444,973	27,224,664	2,220,309	8%
26 Total Net Patient Revenue	3,366,625	3,606,717	(240,092)	-7%	30,576,963	30,775,874	(198,911)	-1%
27 Grants	-	42,597	(42,597)	-100%	127,425	227,338	(99,913)	-44%
28 HHS Stimulus Other Revenue	-	-	-	-	-	-	-	-
29 COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30 Other Operating Income - Misc	143,926	279,423	(135,497)	-48%	659,999	1,351,242	(691,243)	-51%
31 Total Net Revenues	3,510,551	3,928,737	(418,186)	-11%	31,364,387	32,354,454	(990,067)	-3%
Operating Expenses								
33 Salary & Wages	1,728,333	1,762,447	(34,114)	-2%	15,561,476	16,759,277	(1,197,801)	-7%
34 Benefits	281,862	272,275	9,587	4%	2,705,603	2,519,313	186,290	7%
35 Professional Fees/Contract Labor	129,137	88,760	40,377	45%	1,459,744	953,128	506,616	53%
36 Purchased Services	156,827	187,275	(30,448)	-16%	1,717,290	1,761,673	(44,383)	-3%
37 Supplies	553,373	598,579	(45,206)	-8%	5,722,860	5,609,876	112,984	2%
38 Rent & Leases	12,439	18,075	(5,636)	-31%	112,160	162,140	(49,980)	-31%
39 Repairs & Maintenance	40,632	42,927	(2,295)	-5%	413,221	402,045	11,176	3%
40 Utilities	27,488	42,326	(14,838)	-35%	409,239	392,525	16,714	4%
41 Insurance	39,248	37,656	1,592	4%	358,225	338,901	19,324	6%
42 Depreciation & Amortization	180,282	146,981	33,301	23%	1,629,703	1,378,758	250,945	18%
43 Interest	78,560	79,563	(1,003)	-1%	766,971	725,776	41,195	6%
44 Other	159,118	140,103	19,015	14%	1,388,013	1,327,902	60,111	5%
45 Total Operating Expenses	3,387,299	3,416,967	(29,668)	-1%	32,244,505	32,331,314	(86,809)	0%
46 Operating Revenue Less Expenses	123,252	511,770	(388,518)	-76%	(880,118)	23,140	(903,258)	-3903%
Non-Operating Income								
48 Interest Income	61,373	4,511	56,862	1261%	421,705	43,771	377,934	863%
49 Tax Revenue	30,868	29,489	1,379	5%	1,528,277	1,371,261	157,016	11%
50 Donations	-	-	-	-	-	180,000	(180,000)	-100%
51 Total Non-Operating Income	92,241	34,000	58,241	171%	1,949,982	1,595,032	354,950	22%
52 Total Revenue Less Total Expenses	\$ 215,493	\$ 545,770	\$ (330,277)	-61%	\$ 1,069,864	\$ 1,618,172	\$ (548,308)	-34%

Pagosa Springs Medical Center

Income Statement Comparison - - - September 30, 2023

	Current Month				Year-to-Date				
	2023	2022	Difference	Variance	2023	2022	Difference	Variance	
Revenue									
7 Total In-patient Revenue	159,511	278,764	(119,253)	-43%	2,386,977	4,168,744	(1,781,767)	-43%	
17 Total Out-patient Revenue	5,710,946	5,378,015	332,931	6%	52,690,630	46,022,373	6,668,257	14%	
18 Professional Fees	574,253	532,046	42,207	8%	\$ 4,944,329	4,655,408	288,921	6%	
19 Total Patient Revenue	6,444,710	6,188,825	255,885	4%	60,021,936	54,846,525	5,175,411	9%	
Revenue Deductions & Bad Debt									
21 Contractual Allowances	3,270,839	3,226,689	44,150	1%	\$ 30,368,477	27,924,071	2,444,406	9%	
22 Charity	28,832	72,592	(43,760)	-60%	243,368	298,733	(55,365)	-19%	
23 Bad Debt	133,586	336,784	(203,198)	-60%	2,225,333	2,187,646	37,687	2%	
24 Provider Fee & Other	(355,172)	(584,450)	229,278	-39%	(3,392,205)	(3,197,512)	(194,693)	6%	
25 Total Revenue Deductions & Bad Debt	3,078,085	3,051,615	26,470	1%	29,444,973	27,212,938	2,232,035	8%	
26 Total Net Patient Revenue	3,366,625	3,137,210	229,415	7%	30,576,963	27,633,587	2,943,376	11%	
27 Grants	-	10,242	(10,242)	-100%	127,425	113,838	13,587	12%	
28 HHS Stimulus Other Revenue	-	-	-		-	-	-		
29 COVID PPP Loan Forgiveness	-	-	-		-	-	-		
30 Other Operating Income - Misc	143,926	232,604	(88,678)	-38%	659,999	980,273	(320,274)	-33%	
31 Total Net Revenues	3,510,551	3,380,056	130,495	4%	31,364,387	28,727,698	2,636,689	9%	
Operating Expenses									
33 Salary & Wages	1,728,333	1,528,399	199,934	13%	15,561,476	15,148,211	413,265	3%	
34 Benefits	281,862	275,317	6,545	2%	2,705,603	2,496,807	208,796	8%	
35 Professional Fees/Contract Labor	129,137	335,867	(206,730)	-62%	1,459,744	2,451,673	(991,929)	-40%	
36 Purchased Services	156,827	256,752	(99,925)	-39%	1,717,290	1,675,441	41,849	2%	
37 Supplies	553,373	298,824	254,549	85%	5,722,860	5,213,855	509,005	10%	
38 Rent & Leases	12,439	9,669	2,770	29%	112,160	152,193	(40,033)	-26%	
39 Repairs & Maintenance	40,632	43,263	(2,631)	-6%	413,221	439,144	(25,923)	-6%	
40 Utilities	27,488	31,812	(4,324)	-14%	409,239	354,372	54,867	15%	
41 Insurance	39,248	34,254	4,994	15%	358,225	325,694	32,531	10%	
42 Depreciation & Amortization	180,282	169,236	11,046	7%	1,629,703	1,447,072	182,631	13%	
43 Interest	78,560	84,181	(5,621)	-7%	766,971	670,439	96,532	14%	
44 Other	159,118	88,074	71,044	81%	1,388,013	1,065,295	322,718	30%	
45 Total Operating Expenses	3,387,299	3,155,648	231,651	7%	32,244,505	31,440,196	804,309	3%	
46 Operating Revenue Less Expenses	123,252	224,408	(101,156)	-45%	(880,118)	(2,712,498)	1,832,380	-68%	
Non-Operating Income									
47 Interest Income	61,373	10,240	51,133	499%	421,705	52,366	369,339	705%	
49 Tax Revenue	30,868	28,294	2,574	9%	1,528,277	1,475,861	52,416	4%	
50 Donations	-	-	-		-	-	-		
51 Total Non-Operating Income	92,241	38,534	53,707	139%	1,949,982	1,528,227	421,755	28%	
52 Total Revenue Less Total Expenses	\$ 215,493	\$ 262,942	\$ (47,449)	-18%	\$ 1,069,864	\$ (1,184,271)	2,254,135	-190%	

Balance Sheet - - - September 30, 2023

Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 4,009,863	\$ 4,565,703	Accts Payable - System	\$ 762,086	\$ 977,368
COLO Trust	1,694,563	1,686,913	Accrued Expenses	630,087	567,827
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	(824,026)	(527,153)
Bond Funds - 2016 Bonds (UMB)	116	116	Wages & Benefits Payable	2,051,418	2,005,241
Bond Funds - 2021 (UMB)	2,872,278	2,844,142	Deferred Revenue	2,003	4,042
CSIP Investments	6,162,879	5,636,714	COVID PPP Short Term Loan	-	-
Escrow - UMB	-	-	Relief Fund Liability	-	-
COVID PPP	-	-	Medicare Accelerated Pmt Liab	(251,194)	(251,194)
Relief Fund Cash Restricted	-	-	Current Portion of LT Debt-75 S Pagosa	120,000	120,000
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-2021	420,000	420,000
Total Cash	15,618,430	15,612,319	Current Portion of LT Debt-2016	230,000	230,000
			Total Current Liabilities	3,140,374	3,546,131
Accounts Receivable			Long-Term Liabilities		
Patient Revenue - Net	3,951,948	3,981,714	Leases Payable - 75 S Pagosa	2,180,000	2,180,000
Other Receivables	66,807	86,389	GASB 87 Capital Leases	1,948,951	1,988,774
Total Accounts Receivable	4,018,755	4,068,103	Bond Premium (Net) - 2006 Def Outflows	182,395	183,507
Inventory	1,787,812	1,816,390	Bond Premium (Net) - 2016	115,125	115,550
			Bond Premium (Net) - 2021	679,073	683,044
Total Current Assets	21,424,997	21,496,812	Bonds Payable - 2021	7,465,000	7,465,000
Fixed Assets			Bonds Payable - 2006	-	-
Property Plant & Equip (Net)	21,544,708	21,629,782	Bonds Payable - 2016	8,795,000	8,795,000
GASB 87 Leased Assets (Net)	1,432,841	1,468,623	Total Long-Term Liabilities	21,365,544	21,410,875
Work In Progress	546,964	606,039	Net Assets		
Land	704,021	704,021	Un-Restricted	20,431,783	20,431,783
Total Fixed Assets	24,228,534	24,408,465	Current Year Net Income/Loss	1,069,864	854,371
Other Assets			Total Un-Restricted	21,501,647	21,286,154
Prepays & Other Assets	354,034	337,883	Restricted	-	-
Total Other Assets	354,034	337,883	Total Net Assets	21,501,647	21,286,154
Total Assets	\$ 46,007,565	\$ 46,243,160	Total Liabilities & Net Assets	\$ 46,007,565	\$ 46,243,160

Monthly Trends

Activity	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	YTD Total
In-Patient Admissions	30	31	30	31	31	28	31	30	31	30	31	31	31	274
In-Patient Days	23	26	25	32	28	37	20	22	18	28	34	11	18	216
Avg Stay Days (In-patients)	34	64	51	64	53	77	34	35	32	54	74	21	44	424
Swing Bed Admissions	1.5	2.5	2.0	2.0	1.9	2.1	1.7	1.6	1.8	1.9	2.2	1.9	2.4	2.0
Swing Bed Days	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
Avg Length of Stay (Swing)	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
Average Daily Census	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
Statistics	1.1	2.1	1.7	2.1	1.7	2.8	1.1	1.2	1.0	1.8	2.4	0.7	1.4	1.5
E/R visits	639	529	616	753	561	516	657	517	619	734	783	716	646	5,749
Observ Hours	1,025	358	428	483	557	564	918	467	496	878	519	971	502	5,872
Lab Tests	5,720	5,839	6,987	5,695	5,480	5,176	6,094	5,279	6,051	6,390	6,449	6,625	5,816	53,360
Radiology/CT/MRI Exams	1,411	1,342	1,274	1,361	1,517	1,464	1,659	1,470	1,671	1,738	1,621	1,778	1,602	14,520
OR Cases	91	95	105	116	88	89	88	99	141	102	81	144	108	940
Clinic Visits	1,717	1,804	1,627	1,794	1,475	1,602	1,842	1,752	1,913	1,781	1,663	2,057	1,815	15,900
Spec. Clinic Visits	33	27	30	37	41	42	28	38	53	40	20	33	27	322
Oncology Clinic Visits	120	126	111	93	109	106	106	110	133	139	106	134	93	1,036
Oncology/Infusion Patients	286	214	161	195	134	171	229	254	261	211	288	204	267	2,019
EMS Transports	96	76	104	104	111	74	93	74	104	99	92	105	88	840
Total Stats	11,138	10,410	11,443	10,631	10,073	9,804	11,714	10,060	11,442	12,112	11,622	12,767	10,964	100,558

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

2023	September			September			September 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	18	17	1	216	273	(57)	216	262	(46)	-18%
4 Swing Bed	-	-	-	-	-	-	-	-	-	-
5 Total	18	17	1	216	273	(57)	216	262	(46)	-18%
7 Patient Days:										
8 Acute	44	42	2	424	682	(258)	424	643	(219)	-34%
9 Swing Bed	-	-	-	-	-	-	-	-	-	-
10 Total	44	42	2	424	682	(258)	424	643	(219)	-34%
12 Average Daily Census:										
13 # Of Days	30	30		273	273		273	273		
14 Acute	1.5	1.4	0.1	1.6	2.5	(0.9)	1.6	2.4	(0.8)	-34%
15 Swing Bed	-	-	-	-	-	-	-	-	-	-
16 Total	1.5	1.4	0.1	1.6	2.5	(0.9)	1.6	2.4	(0.8)	-34%
18 Length of Stay:										
19 Acute	2.4	2.5	(0.0)	2.0	2.5	(0.5)	2.0	2.5	(0.5)	-20%
20 Swing Bed	-	-	-	-	-	-	-	-	-	0%
21 Total	2.4	2.5	(0.0)	2.0	2.5	(0.5)	2.0	2.5	(0.5)	-20%
33 Out-Patient										
34 Out-Patient Visits										
35 E/R Visits	646	772	(126)	5,749	6,437	(688)	5,749	6,435	(686)	-11%
36 Observ admissions	25	25	-	255	207	48	255	210	45	21%
37 Lab Tests	5,816	6,350	(534)	53,360	52,915	445	53,360	50,648	2,712	5%
38 Radiology/CT/MRI Exams/M	1,602	1,511	91	14,520	12,592	1,928	14,520	12,354	2,166	18%
39 OR Cases	108	111	(3)	940	926	14	940	869	71	8%
40 Clinic Visits	1,815	1,856	(41)	15,900	15,463	437	15,900	14,989	911	6%
41 Spec. Clinic Visits	27	34	(7)	322	283	39	322	287	35	12%
42 Oncology Clinic Visits	93	125	(32)	1,036	1,041	(5)	1,036	1,092	(56)	-5%
43 Oncology/Infusion Patients	267	288	(21)	2,019	2,400	(381)	2,019	2,482	(463)	-19%
44 EMS Transports	88	114	(26)	840	949	(109)	840	946	(106)	-11%
45 Total	10,487	11,186	(699)	94,941	93,213	1,728	94,941	90,312	4,629	5%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of September 30, 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
2 Medicare	\$ 2,665,637	\$ 392,784	\$ 161,684	\$ 103,013	\$ 41,410	\$ 30,237	\$ 290,619	\$ 3,685,384	34%	
3 Medicaid	588,746	152,210	89,744	13,801	35,215	6,897	64,229	950,842	9%	
4 Third Party	1,711,710	526,556	286,094	163,130	164,095	88,122	594,752	3,534,459	32%	
5 Self-Pay	391,336	292,641	291,704	291,488	197,187	189,504	1,162,722	2,816,582	26%	
Current Month Total	\$ 5,357,429	\$ 1,364,191	\$ 829,226	\$ 571,432	\$ 437,907	\$ 314,760	\$ 2,112,322	\$ 10,987,267	100%	161,484
Pct of Total	49%	12%	8%	5%	4%	3%	19%	100%		
Aug-23	\$ 5,791,813	\$ 1,310,432	\$ 705,237	\$ 499,128	\$ 347,251	\$ 331,541	\$ 2,188,265	\$ 11,173,667		294,367
Pct of Total	52%	12%	6%	4%	3%	3%	20%	100%		
Jul-23	\$ 5,195,855	\$ 1,750,827	\$ 922,811	\$ 484,274	\$ 416,696	\$ 338,589	\$ 1,881,363	\$ 10,990,415		262,515
Pct of Total	47%	16%	8%	4%	4%	3%	17%	100%		
Jun-23	\$ 5,512,522	\$ 1,195,087	\$ 537,000	\$ 531,450	\$ 583,696	\$ 409,956	\$ 2,213,524	\$ 10,983,235		169,493
Pct of Total	50%	11%	5%	5%	5%	4%	20%	100%		
May-23	\$ 5,727,512	\$ 1,086,665	\$ 730,974	\$ 686,873	\$ 574,251	\$ 322,203	\$ 2,335,486	\$ 11,463,964		149,612
Pct of Total	50%	9%	6%	6%	5%	3%	20%	100%		
Apr-23	\$ 4,649,144	\$ 1,340,245	\$ 887,732	\$ 744,066	\$ 390,670	\$ 383,149	\$ 2,391,747	\$ 10,786,753		118,155
Pct of Total	43%	12%	8%	7%	4%	4%	22%	100%		
Mar-23	\$ 5,487,671	\$ 1,397,788	\$ 1,008,260	\$ 492,549	\$ 442,994	\$ 507,208	\$ 2,182,723	\$ 11,519,193		146,612
Pct of Total	48%	12%	9%	4%	4%	4%	19%	100%		
Feb-23	\$ 5,248,449	\$ 1,682,584	\$ 760,575	\$ 468,388	\$ 607,923	\$ 437,374	\$ 2,190,121	\$ 11,395,414		102,197
Pct of Total	46%	15%	7%	4%	5%	4%	19%	100%		
Jan-23	\$ 5,123,357	\$ 1,248,805	\$ 614,514	\$ 745,873	\$ 482,283	\$ 273,204	\$ 2,257,741	\$ 10,745,777		141,264
Pct of Total	48%	12%	6%	7%	4%	3%	21%	100%		
Dec-22	\$ 4,866,761	\$ 1,268,334	\$ 866,931	\$ 548,451	\$ 414,832	\$ 408,064	\$ 2,198,139	\$ 10,571,512		176,992
Pct of Total	46%	12%	8%	5%	4%	4%	21%	100%		
Nov-22	\$ 4,628,883	\$ 1,203,061	\$ 741,822	\$ 516,963	\$ 509,027	\$ 428,506	\$ 2,149,446	\$ 10,177,708		226,765
Pct of Total	45%	12%	7%	5%	5%	4%	21%	100%		
Oct-22	\$ 4,510,172	\$ 1,414,025	\$ 840,205	\$ 678,170	\$ 658,661	\$ 439,855	\$ 1,826,111	\$ 10,367,199		147,187
Pct of Total	44%	14%	8%	7%	6%	4%	18%	100%		
Sep-22	\$ 5,163,652	\$ 1,454,685	\$ 829,159	\$ 821,421	\$ 525,214	\$ 274,896	\$ 2,073,259	\$ 11,142,286		176,296
Pct of Total	46%	13%	7%	7%	5%	2%	19%	100%		
Aug-22	\$ 5,070,970	\$ 1,423,538	\$ 1,289,523	\$ 637,852	\$ 423,338	\$ 370,971	\$ 1,518,317	\$ 10,734,509		181,959
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

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of September 30, 2023

		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
Pct of Total		47%	16%	8%	4%	4%	3%	17%	100%		
Jun-22	\$	5,296,769	\$ 1,257,194	\$ 690,323	\$ 660,956	\$ 438,544	\$ 356,021	\$ 1,355,339	\$ 10,055,146		248,707
Pct of Total		53%	13%	7%	7%	4%	4%	13%	100%		
May-22	\$	4,976,841	\$ 1,229,667	\$ 763,335	\$ 569,449	\$ 554,337	\$ 321,119	\$ 1,643,977	\$ 10,058,725		150,992
Pct of Total		49%	12%	8%	6%	6%	3%	16%	100%		
Apr-22	\$	4,411,765	\$ 1,085,976	\$ 693,620	\$ 609,943	\$ 440,794	\$ 289,902	\$ 1,669,402	\$ 9,201,402		215,897
Pct of Total		48%	12%	8%	7%	5%	3%	18%	100%		
Mar-22	\$	4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total		45%	15%	7%	6%	4%	3%	19%	100%		
Feb-22	\$	4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total		45%	15%	7%	6%	4%	3%	19%	100%		
Jan-22	\$	4,815,885	\$ 1,218,564	\$ 968,019	\$ 573,545	\$ 504,719	\$ 332,446	\$ 1,663,719	\$ 10,076,897		184,318
Pct of Total		48%	12%	10%	6%	5%	3%	17%	100%		
Dec-21	\$	4,411,483	\$ 1,771,146	\$ 897,483	\$ 629,416	\$ 471,528	\$ 299,814	\$ 1,716,882	\$ 10,197,752		246,249
Pct of Total		43%	17%	9%	6%	5%	3%	17%	100%		
Nov-21	\$	5,254,766	\$ 1,288,663	\$ 765,276	\$ 596,925	\$ 429,612	\$ 449,363	\$ 1,582,207	\$ 10,366,811		223,165
Pct of Total		51%	12%	7%	6%	4%	4%	15%	100%		
Oct-21	\$	4,591,197	\$ 1,412,195	\$ 784,524	\$ 573,095	\$ 661,916	\$ 330,409	\$ 1,562,788	\$ 9,916,124		372,288
Pct of Total		46%	14%	8%	6%	7%	3%	16%	100%		
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%		
12	Pct Settled (Current)		76.4%	36.7%	19.0%	12.3%	9.4%	-537.1%			
13	Pct Settled (August from July)		74.8%	59.7%	45.9%	28.3%	20.4%	-546.3%			
14	Pct Settled (July from June)		68.2%	22.8%	9.8%	21.6%	42.0%	-358.9%			
15	Pct Settled (June from May)		79.1%	50.6%	27.3%	15.0%	28.6%	-587.0%			

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

	Sep-23
Cash Flows from operating activities	
Change in net assets	215,493
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	180,282
Patient accounts receivable	29,766
Accounts payable and wages payable	(169,105)
Accrued liabilities	62,260
Pre-paid assets	(16,151)
Deferred revenues	(2,039)
Other receivables	19,582
Reserve for third party settlement	(296,873)
Inventory	28,578
Net Cash Provided by (used in) operating activities	51,793
Cash Flows from investing activities	
Purchase of property and equipment	(64,934)
Work in progress	59,075
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(5,859)
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	(39,823)
Net Cash Provided by (used in) financing activities	(39,823)
Net Increase(Decrease) in Cash	6,111
Cash Beginning of Month	15,612,319
Cash End of Month	15,618,430

2023						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-23	\$1,898,252.00	\$2,661,282.24	\$763,030.24	140.20%	\$ (94,934.27)	\$2,566,347.97
Feb-23	\$2,517,041.00	\$2,300,038.64	(\$217,002.36)	91.38%	\$ 33,865.39	\$2,333,904.03
Mar-23	\$2,681,584.00	\$2,973,397.69	\$291,813.69	110.88%	\$ 80,560.75	\$3,053,958.44
Apr-23	\$3,284,110.00	\$3,305,562.31	\$21,452.31	100.65%	\$ 123,435.41	\$3,428,997.72
May-23	\$2,963,309.00	\$3,097,724.96	\$134,415.96	104.54%	\$ 78,380.91	\$3,176,105.87
Jun-23	\$3,371,760.00	\$3,410,190.02	\$38,430.02	101.14%	\$ 348,856.56	\$3,759,046.58
Jul-23	\$3,221,285.00	\$3,232,565.25	\$11,280.25	100.35%	\$ 545,421.19	\$3,777,986.44
Aug-23	\$2,910,480.00	\$3,625,164.22	\$714,684.22	124.56%	\$ 172,833.39	\$3,797,997.61
Sep-23	\$3,478,062.00	\$3,074,896.60	(\$403,165.40)	88.41%	\$ (236,870.50)	\$2,838,026.10
Oct-23						
Nov-23						
Dec-23						
	\$26,325,883.00	\$27,680,821.93	\$1,354,938.93	105.15%	\$ 1,051,548.83	\$28,732,370.76

2023 Revenue				
Month	Revenue Goal	Actual Revenue	Variance	% Generated
Jan-23	\$ 6,252,289.00	\$ 5,954,092.00	\$ (298,197.00)	95.23%
Feb-23	\$ 5,361,067.00	\$ 5,853,763.00	\$ 492,696.00	109.19%
Mar-23	\$ 6,250,864.00	\$ 6,599,775.00	\$ 348,911.00	105.58%
Apr-23	\$ 6,188,899.00	\$ 6,090,739.00	\$ (98,160.00)	98.41%
May-23	\$ 6,188,899.00	\$ 7,299,799.00	\$ 1,110,900.00	117.95%
Jun-23	\$ 7,204,053.00	\$ 7,054,999.00	\$ (149,054.00)	97.93%
Jul-23	\$ 6,892,800.00	\$ 7,012,693.00	\$ 119,893.00	101.74%
Aug-23	\$ 7,016,731.00	\$ 7,713,367.00	\$ 696,636.00	109.93%
Sep-23	\$ 6,644,938.00	\$ 6,444,708.00	\$ (200,230.00)	96.99%
Oct-23	\$ 5,877,646.00			
Nov-23	\$ 5,941,036.00			
Dec-23	\$ 6,767,444.00			
Totals	\$ 76,586,666.00	\$ 60,023,935.00	\$ 2,023,395.00	103.49%



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, JOHN WISNESKI
October 24, 2023**

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

RECOMMENDATION	DESCRIPTION
Revised CRNA Privilege Form	Removing pain management privileges which are already on a separate CRNA Interventional Pain Management privilege form.

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
Maysun Ali, MD	Reappointment	Telemedicine/Teleneurology	Neurology & Vascular Neurology
John Anderson, DO	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Brett Bartz, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Pediatric Radiology
John Brach, MD	Reappointment	Courtesy/Ophthalmology	Ophthalmology
Richard Coursey, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
Tyler Green, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
Jean Michel Grillon, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Corinne Reed, DO	Reappointment	Active/Hospitalist, Family Medicine, Osteopathic Manipulative Medicine	Family Medicine
Aaron Singh, PA-C	Reappointment	Advanced Practice Provider/Physician Assistant Family Medicine	Family Medicine
Jerome Swanson, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
William Webb, MD	Reappointment	Active/Orthopedics	Orthopedic Surgery
Calvin Newsome, FNP-C	Change in Privileges: addition of Administration, supervision, and limited interpretation of exercise stress tests	Advanced Practice Provider/Nurse Practitioner Family Medicine	Family Medicine and Specialist Support

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 18
 Courtesy: 20
 Telemedicine: 145
 Advanced Practice Providers & Behavioral Health Providers: 12
 Honorary: 2
 Total: 197



MINUTES OF REGULAR BOARD MEETING
Thursday, October 12, 2023 at
5:00 pm MDT
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 Thursday, October 12, 2023, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chair Kate Alfred, Vice-Chair Martin Rose, Treasurer/Secretary Mark Zeigler, Director Jason Cox, and Director Barbara Parada

Present via Zoom: none

Present via telephone: none

Absent: Director Gwen Taylor

1) CALL TO ORDER

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

2) PUBLIC COMMENT

None

3) PUBLIC HEARING ON THE PROPOSED 2024 BUDGET FOR USJHSD

- a) The Public Hearing on the proposed 2024 Budget opened at 5:01 pm
 - i) Chair Alfred commented that no approval would be made during this meeting. This is an opportunity for the Board to ask questions, discuss and to give direction. The Board will take a vote during the November 28, 2023 meeting.
 - ii) The Draft 2024 Budget (assumptions, income statement and capital) was presented by CFO Keplinger.
 - iii) Questions asked by the Board and answered by CFO Keplinger and Treasurer/Secretary Zeigler.
 - iv) Questions/Comments of the public – None
- b) The Public Hearing on the proposed 2024 Budget was closed at 5:45 pm.

4) REPORTS

- a) Oral Reports
 - i) CEO Report

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

CEO Webb advised of the following update:

- Reported on the Open House in September which was well-attended by the public.
 - Rural Health Clinic received a clean survey from the State.
 - Lab passed its inspection.
 - Held an employee barbecue Appreciation Lunch in September.
 - Having some cases of Covid and other respiratory, with some patients quite ill, but the Hospital was not overwhelmed.
 - Will be presenting a request for funds to DOLA on October 24 in Vail for the oxygen building.
- ii) Foundation Board Report
- CEO Webb relayed the written report in the Board packet that the Foundation applied for a grant.
- iii) Strategic Planning Committee Report
- Vice Chair Rose and Dir. Cox discussed the written report in the Board packet that the committee met with the contractor and architect regarding needs for the remodel of the Medical Wellness Building and then met again to begin a strategic planning for 2024-2028.
- iv) Finance Committee Report
- CFO Chelle Keplinger presented the financials for August 2023 in which PSMC had a very strong month with a positive bottom line for the month of \$404,907. The Board discussed and asked questions; there were no objections or concerns raised by the Board.

5) DECISION AGENDA

a) Resolution 2023-20

- i) Chair Alfred explained the process for filling a Board vacancy and presented the recommendation of Mark Floyd for the reasons set forth in the written report in the Board packet.
- ii) Treasurer/Secretary Zeigler motioned to approve Resolution 2023-20 regarding appointment to fill the vacancy on the Board of Directors. Motion was seconded by Director Cox and unanimously approved by the Board.

6) CONSENT AGENDA

Director Rose motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 08/22/2023). Motion was seconded by Director Parada, and the Board unanimously approved said consent agenda items.

7) OTHER BUSINESS

Review of Board meetings to be held during the last quarter.

8) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 6:04 p.m. MDT.

Respectfully submitted by:

Laura DePiazza, serving as Clerk to the Board

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