



NOTICE OF REGULAR BOARD MEETING OF
THE UPPER SAN JUAN HEALTH SERVICE DISTRICT
d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, December 28, 2021, at 5:30 PM
The Board Room (direct access – northeast entrance)
95 South Pagosa Blvd., Pagosa Springs, CO 81147

**ALL ATTENDEES MUST BE SCREENED PRIOR TO ENTERING THE
MEETING & ALL PERSONS MUST WEAR A MASK DUE TO COVID-19,
THE NUMBER OF IN-PERSON ATTENDEES WILL BE LIMITED**

Please use this link to join the meeting: <https://us02web.zoom.us/j/85395501309>
or telephone (346) 248-7799 or (669) 900-6833
Zoom Meeting ID: **853 9550 1309**

AGENDA

- 1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD**
 - a) Confirmation of quorum
 - b) Board member self-disclosure of actual, potential or perceived conflicts of interest
 - c) Approval of the Agenda (and changes, if any)
- 2) PUBLIC COMMENT** (This is an opportunity for the public to make comment and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Heather Thomas, prior to the start of the meeting. All public comments shall be limited to matters under the jurisdiction of the Board and shall be expressly limited to three (3) minutes per person. The Board is not required to respond to or discuss public comments. No action will be taken at this meeting on public comments.)
- 3) PUBLIC HEARING ON THE 2021 SUPPLEMENTAL BUDGET AND APPROPRIATION FOR USJHSD**
 - a) Open the Public Hearing on the 2021 Supplemental Budget and Appropriation
 - i) Overview of the [Supplemental Budget and Appropriation](#)
 - ii) Questions/comments of the Board
 - iii) Questions/comments of the public regarding the 2021 Supplemental Budget and Appropriation
 - b) Close the Public Hearing

4) DECISION AGENDA

- a) Consideration of [Resolution 2021-22](#) regarding approval of the 2021 Supplemental Budget and Appropriation.
- b) Consideration of [Resolution 2021-23](#) to ratify hazard pay.

5) 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 12/28/2021
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular Meeting of: 11/16/2021](#)
 - ii) [Special Meeting of: 12/14/2021](#)
- c) ~~Approval of Medical Staff report recommendations for new or renewal of provider privileges.~~

6) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Greg Schulte
 - ii) CEO Report Dr. Rhonda Webb
 - iii) ~~Executive Committee~~ Chair Schulte and V.Chair Mees
 - iv) ~~Foundation Committee~~ Dir. Mees, Dir. Dr. Pruitt and CEO R.Webb
 - v) ~~Facilities Committee~~ Dir. Mees, Dir. Daniels, and COO K.Douglas
 - vi) ~~Strategic Planning Committee~~ Dir. Schulte, Dir. Cox and CEO R.Webb
 - vii) Finance Committee & [Report](#) Treas./Sec. Zeigler and CFO C.Keplinger
 - (a) [November Financials](#)
- b) **Written Reports** (*no oral report unless the Board has questions*)
 - i) Operations Report COO-CNO, Kathee Douglas
 - (a) [November Operations Report](#)
 - ii) ~~Medical Staff Report~~ Chief of Staff, Dr. Ralph Battels

7) EXECUTIVE SESSION

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

8) OTHER BUSINESS

9) ADJOURN

**UPPER SAN JUAN HEALTH SERVICE DISTRICT
RESOLUTION (No. 2021-22)
FOR
SUPPLEMENTAL BUDGET and APPROPRIATION
(Pursuant to Section 29-1-109, C.R.S.)**

A RESOLUTION APPROPRIATING ADDITIONAL UNANTICIPATED REVENUES TO DEFRAY EXPENSES IN EXCESS OF AMOUNTS BUDGETED FOR THE UPPER SAN JUAN HEALTH SERVICES DISTRICT (“USJHSD”).

WHEREAS, in 2021, USJHSD responded to the COVID-19 worldwide pandemic and as a result had unanticipated expenses for the pandemic response including staffing, equipment, supplies, infection control needs as well as unanticipated revenues (all from sources other than property tax revenue) for the pandemic response.

WHEREAS, USJHSD had unanticipated expenses and revenues in the amounts described on the attached Schedule 1, incorporated into this Resolution 2021-22, all of which could not reasonably be foreseen or known in November 2020, the time of the Board’s adoption of the 2021 budget.

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

That the 2021 appropriation for the USJHSD general fund is hereby increased from \$49,112,761 to \$59,753,488.

Upper San Juan Health Service District

Greg Schulte, Chairman

Date

Mark Zeigler, Treasurer

Date

SCHEDULE 1 TO RESOLUTION 2021-22

DESCRIPTION	AMOUNT	USE (added to fund balance and/or as noted below)
CARES ACT Funds	\$ 3,458,633.00	Equipment, Hazard Pay Bonuses, PPE Testing Supplies, Utilities, Employee Benefits, Insurance
PPP Loan	\$ 3,740,044.00	In 2020, PSMC applied for and received PPP funds (equal to 8 weeks of personnel costs) because PSMC did not lay off or reduce hours of employees by more than 25%. PSMC applied for PPP loan forgiveness and received forgiveness in 2021.
Covid Virus Relief Fund #2	\$ 291,653.80	Well Screening mobile system to screen employees daily, employee health nurse, infection control nurse, front door screener and behavioral health platform to manage mental health issues stemming from the pandemic.
Increase in Patient Revenue	\$ 2,777,235.00	Unbudgeted Patient Revenue
HRSA Testing	\$ 100,000.00	Funds to provide testing to patients
County Funds	\$ 75,194.14	Testing for patients
Covid Virus Relief Fund #2.2	\$ 147,967.16	.75 Housekeeper, 9 PRN EMS employees, and moving two housekeepers to night shift
Covid Virus Relief Fund #3	\$ 50,000.00	Computers in patient rooms and ER rooms

Total \$ 10,640,727.10

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

**Formal Written Resolution 2021-23
December 28, 2021**

WHEREAS, the department managers and directors are all “exempt” employees who are paid a set salary regardless of how many additional hours worked or additional responsibilities assumed.

WHEREAS, through much of the pandemic, department managers shouldered many additional responsibilities including, without limitation, the community vaccine clinics offered between January and April of 2021.

WHEREAS, in April of 2021, the senior leadership team issued COVID hazard pay to each department manager in the gross amount of \$5,000.00 for their additional hours worked and additional responsibilities assumed.

WHEREAS, given that the total expenditure was \$115,000.00 said expenditure should have gone to the Board for approval; therefore, the presented to the Board for ratification.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to ratify the hazard pay to department managers as set forth herein.

Greg Schulte, as Chairman of the Board of Directors of USJHSD



MINUTES OF REGULAR BOARD MEETING
Tuesday, November 16 2021
5:30 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors of the Upper San Juan Health Service District (the “Board”) held its regular board meeting on November 16, 2021, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chair Greg Schulte, Vice-Chair Matt Mees, Treasurer/Secretary Mark Zeigler, Director Kate Alfred, and Director Jason Cox.

Present via Zoom: Director Dr. Jim Pruitt and Director Karen Daniels.

Director(s) Absent: none

1) CALL TO ORDER

- a) Call for quorum: Chair Schulte called the meeting to order at 5:30 p.m. MST and Clerk to the Board, Heather Thomas, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: There were none.
- c) Approval of the Agenda: The Board then noted approval of the agenda as presented.

2) PUBLIC COMMENT

There was none.

- 3) PRESENTATION:** Recognition was given to three retiring physicians, Dr. Ralph Battels, Dr. Bob Brown and Dr. Richard Zak by CEO Dr. Rhonda Webb and Chair Schulte.

Following, EMS Director Jason Webb presented and gave recognition to EMS staff for receiving awards from EMSAC (Emergency Medical Association of Colorado): to Dave Bronson, who received the C.J. Shanaberger Lifetime Achievement Award; to James Jackson, who received the ALS EMS Professional of the Year award; and to Andrew Spangler, who received the EMS Instructor of the Year award. A large banner was presented to the award winners that will be displayed at the EMS building and the main PSMC building.

4) **REPORTS**

a) **Written Reports**

i) **Operations Report**

Chair Schulte asked a question regarding the number of infusion encounters as compared to the encounters reported 2020. CEO Dr. Webb and COS Dr. Battels answered.

Director Zeigler asked a question regarding the types of air transfers that are being conducted. COS Dr. Battels and CEO Dr. Webb answered.

ii) **Medical Staff Report**

There were no questions.

b) **Oral Reports**

i) **Chair Report**

Chair Schulte noted he would mix his report with the Executive Committee report.

ii) **CEO Report**

CEO Dr. Rhonda Webb discussed the following updates:

- Dr. Webb informed the Board that she had been diagnosed on September 29th with a form of lymphoma, a type of blood cancer. Dr. Webb noted the staging work up report was good, and no treatment is indicated for her at this time. Dr. Webb stated that the survivability for her specific type of lymphoma is most often years to decades before any symptoms are experienced, of which, Dr. Webb noted, she has had none.
- PSMC is currently at surge capacity “Red.”
- Due to the increasing number of COVID-related encounters at the Rural Health Clinic, and the inability to see the increased number of walk-in clinic patients due to the increase number of COVID symptom-related encounters, a fast-track treatment area for infectious patients has temporarily been set up in the Cancer Center. The oncology department has been relocated to the first floor clinic area. This temporary relocation allows for a separate outside entrance and better isolation for COVID-symptomatic patients.
- The emergency department is also experiencing an increase in COVID-related encounters. There were four days, recently, that there was an unavailability to transfer any patients out to higher level care due to lack of available beds in the state of Colorado.

iii) **Executive Committee**

Chair Schulte advised the Board that feedback from people the community is being received regarding the Board’s stated commitment toward workforce housing. Chair Schulte conveyed that he has been approached by a local realtor and someone from Habitat for Humanity about possible workforce housing scenarios. Chair Schulte advised that these have only been discussions about concepts, and if anything is required of the District, it would be presented before the Finance Committee and Board for approval.

iv) **Foundation Committee**

Vice-Chair Mees advised the Board the Foundation Committee met earlier that evening to discuss the third quarter financials and approved the 2022 budget.

Foundation Manager, Jodi Scarpa, advised the Board the Foundation is holding its third annual wreath auction where each department in the hospital created and designed a wreath to be auctioned off to the highest bidder in person or via Facebook. The bidding ends on Thursday at 3:00 p.m. The money is being raised for oncology. In addition, Ms. Scarpa advised, the Foundation will also have a tree entered in to the Festival of Trees benefiting oncology as well.

Director Dr. Pruitt noted the Foundation Board approved an expenditure for a thank-you gift for employees of PSMC. CEO Dr. Webb advised the approval was for the purchase of vests with the PSMC logo on them to be given to all PSMC employees.

v) Facilities Committee

Vice-Chair Mees discussed updates regarding the MRI machine and modular:

- The modular building is on site, though not in its permanent location.
- The concrete for the modular building foundation was poured yesterday.
- The asphalt repair will be completed on 11/19 or 11/22.
- The earliest available date for the placement of the modular building and magnet would be the first week of January. There would be an additional month's worth of work to get everything installed and functional.
- The project is still within budget as of this date.
- If no further delays, the MRI could possibly be functional by February.

Questions were asked regarding possible effects of weather on the newly-poured foundation.

Vice-Chair Mees answered.

vi) Strategic Planning Committee

There was no report.

vii) Finance Committee & Report

CFO, Chelle Keplinger, presented and discussed the PowerPoint presentations regarding financials for September 2021. Chair Schulte asked a question regarding the possible effects of the retirement of Dr. Zak. CFO Keplinger answered.

CFO Keplinger then presented and discussed the PowerPoint presentation regarding financials for October 2021. CFO Keplinger explained the current MRI machine is set to be removed December 15. There will not be MRI service available until the new machine is installed and operational, approximately five weeks.

5) DECISION AGENDA

a) Consideration of Resolutions for 2022 budget

CFO Keplinger briefly discussed the summary page outlining the differences of budgets with the 3% and 4% price increase. Chair Schulte cautioned as noted, all entities that receive a mill levy will see reduced assessment ratios in 2023 and 2024. The amount is not known yet. A discussion ensued.

Director Dr. Pruitt asked a question regarding assumptions of Medicare allowable charges. CFO Keplinger answered.

Treasurer-Secretary Zeigler noted the Finance Committee's recommendation to accept the budget with the 3% price increase. A discussion ensued.

Director Cox motioned to accept Resolution 2021-16 regarding approval of the 2022 budget with an average 3% price increase. Upon motion seconded by Treasurer-Secretary Zeigler, the Board unanimously accepted said resolution

Director Cox motioned to accept Resolution 2021-17 to set mill levies. Upon motion seconded by Vice-Chair Mees, the Board unanimously accepted said resolution.

Director Cox motioned to accept Resolution 2021-18 regarding appropriation of funds with an average 3% price increase. Upon motion seconded by Treasurer-Secretary Zeigler, the Board unanimously accepted said resolution.

b) Resolution 2021-19

Chair Schulte gave a brief overview of Resolution 2021-19.

Treasurer-Secretary Zeigler motioned to accept Resolution 2021-19 regarding approval by USJHSD for Mr. J.R. Ford to be reappointed as the representative for area special districts on the board of the Urban Renewal Authority for Pagosa Springs. Upon motion seconded by Director Dr.

Pruitt, the Board unanimously accepted said resolution.

c) Resolution 2021-20

CAO and In-house Legal Counsel Ann Bruzzese gave an overview of Resolution 2021-20. Questions were asked and answered.

Vice-Chair Mees motioned to accept Resolution 2021-20 regarding authorization to engage Cockrel Ela Giesne Greher & Ruhland for continuity of legal services from David Greher for special issues for reasons described in the letter of transition from David Greher. Upon motion seconded by Director Alfred, the Board unanimously accepted said resolution.

6) CONSENT AGENDA

Chair Schulte noted abstention from approval of the consent agenda items, due to his absence at that meeting of 09/28/2021. Treasurer-Secretary Zeigler noted he was omitted from attendance at the Special Meeting of 10/12/2021, though he was in attendance. Clerk to the Board, Heather Thomas, noted correction will be made to the minutes of the Special Meeting of 10/12/2021 to include the attendance of Treasurer-Secretary Zeigler.

Director Alfred motioned to approve the Board Member absences, regular meeting minutes of 09/28/2021, the Special Meeting of 10/12/2021 with noted correction, and the Medical Staff report recommendations for new or renewal of provider privileges.

Upon motion seconded by Director Dr. Pruitt the Board unanimously approved said consent agenda items, with abstention of Chair Schulte.

7) EXECUTIVE SESSION

The Board did not meet in executive session.

8) OTHER BUSINESS

The Board confirmed to meet at the scheduled regular meeting of 12/28/2021.

9) ADJOURN

There being no further business, Chair Schulte adjourned the regular meeting at 7:02 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board



MINUTES OF SPECIAL BOARD MEETING
Tuesday, December 14, 2021
5:30 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors of the Upper San Juan Health Service District (the “Board”) held its special board meeting on December 14, 2021, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

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

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

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

1) CALL TO ORDER

- a) Call for quorum: Chair Schulte called the meeting to order at 5:30 p.m. MST and Clerk to the Board, Heather Thomas, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: There were none.
- c) Approval of the Agenda: The Board then noted approval of the agenda as presented.

2) PUBLIC COMMENT

There was none.

3) DECISION AGENDA

- a) Consideration of Resolution 2021-21

Chair Schulte began noting he had called this special meeting due to the desire to show appreciation and recognition to every employee of USJHSD for the volume of stress and how hard everyone has worked in response to the pandemic in 2021. Questions were asked and answered.

Director Alfred motioned to accept Resolution 2021-21 regarding approval of a COVID Hazard Pay bonus to USJHSD employees. Upon motion seconded by Vice-Chair Mees, the Board unanimously accepted said resolution.

4) EXECUTIVE SESSION

The Board did not meet in executive session

5) OTHER BUSINESS

There was no other business.

6) **ADJOURN**

There being no further business, Chair Schulte adjourned the regular meeting at 5:44 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board

**Finance Committee & CFO Report for the
USJHSD Board Meeting on December 28, 2021**

This report provides a summary of the discussions of the Board's Finance Committee that met on December 21, 2021.

1) **November Financials:**

- a) **Bottom line and Income Statement:** The Finance Committee reviewed the PSMC's November financial statements. November was a solid month with net revenues of \$399,442. Contributing to a positive month were in-patient and out-patient revenues in excess of budget and expenses slightly below budget.
- b) **Balance Sheet:**
 - i) In November PSMC received additional CARES Act stimulus in the amount of \$832,347. In September 2021, PSMC applied for round 4 of stimulus funding and we believe this award is associated with this application but we have not yet received information about qualifying uses for these funds.
- c) **Other Discussions:**
 - i) Days of Cash increased from 119.1 to 128.2 due to November's positive bottom line and stimulus funding.
 - ii) Accounts Receivable is up a little (from 50.7 days at the end of October to 55.4 days) because PSMC commenced its conversion to a new scrubber which caused some temporary issues.
 - iii) The supplemental budget appropriates funds received during the year that were not anticipated at the time the budget for 2021 was approved.

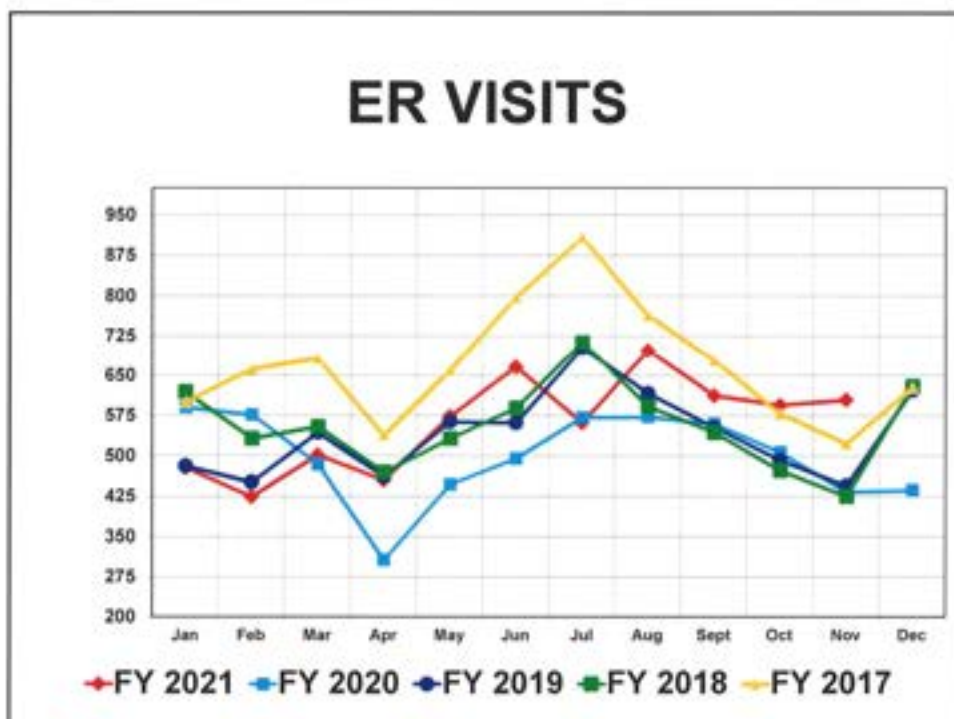
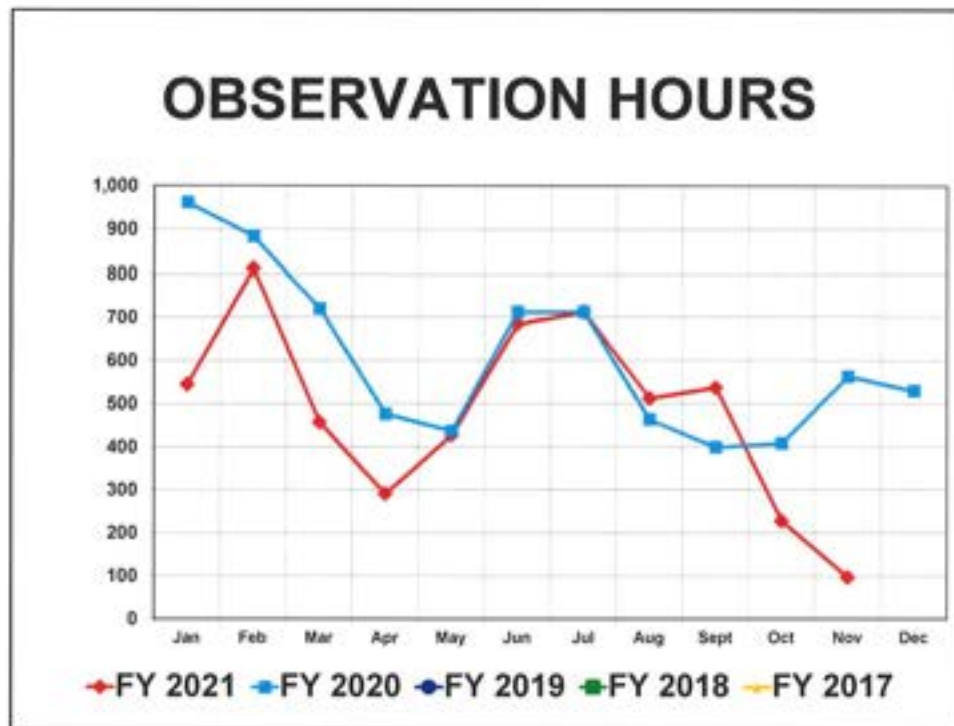
2) **Finance Committee Recommendations:** The Finance Committee recommends the Board of Directors accept the November 2021 financials as presented.

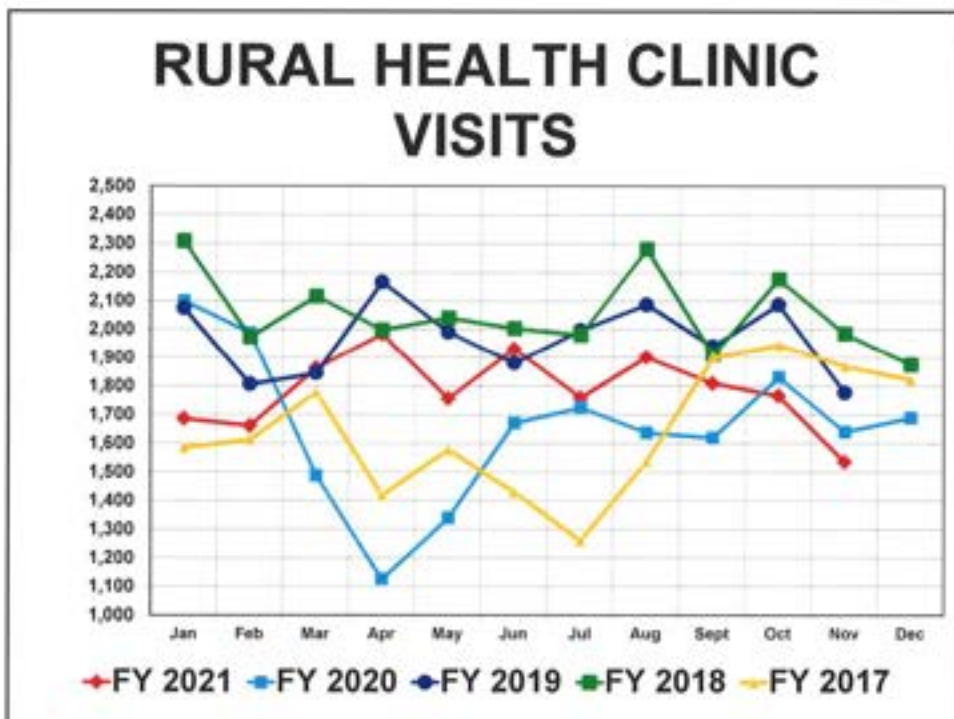
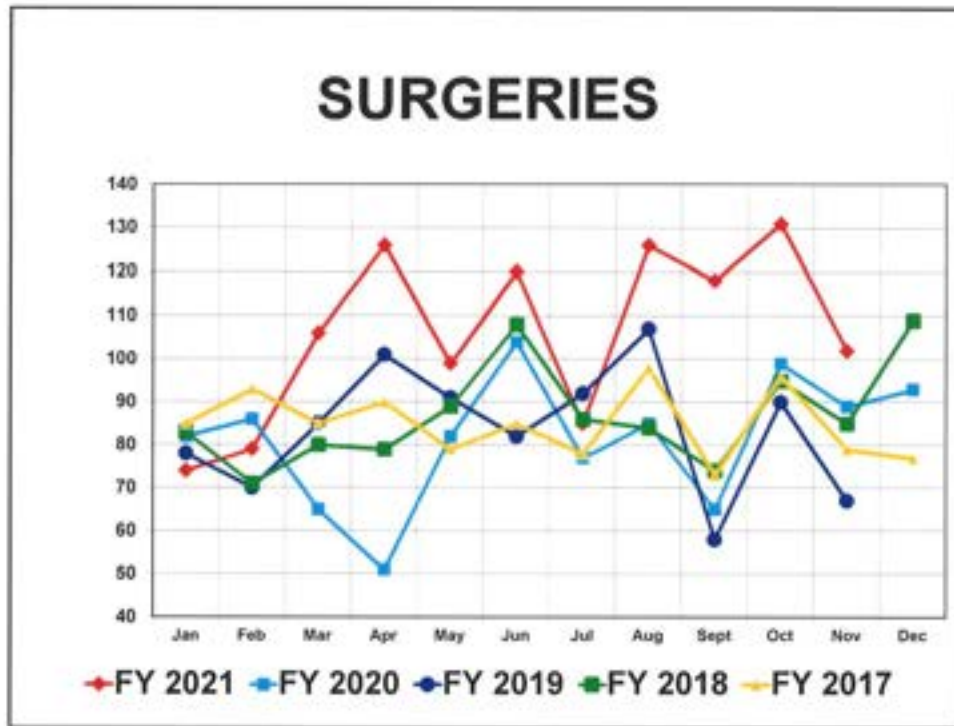


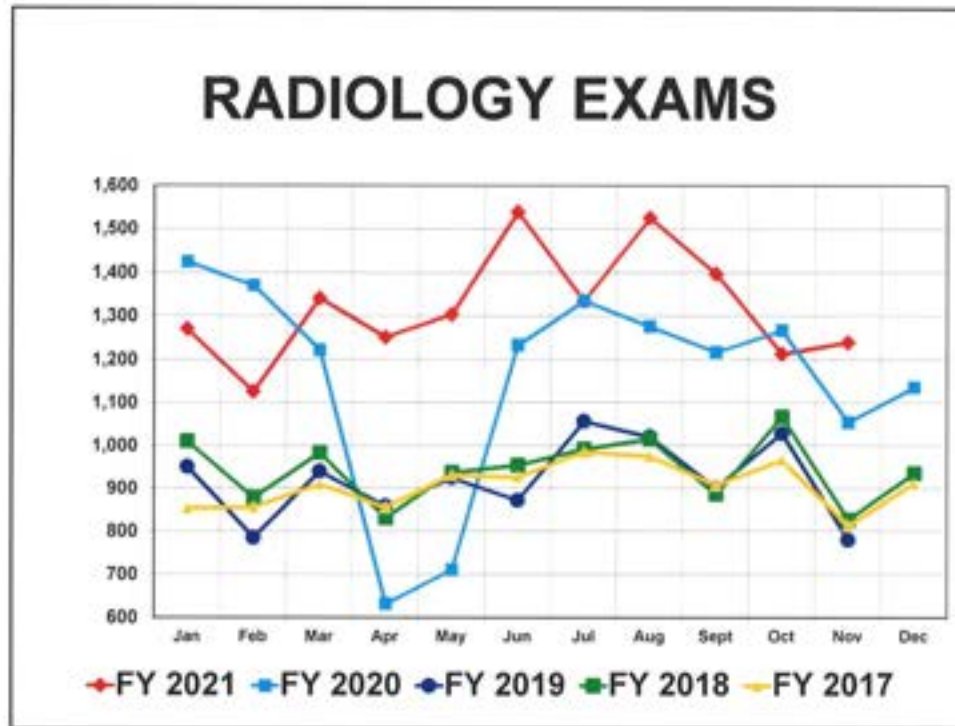
FINANCIAL PRESENTATION
YTD NOVEMBER 2021

PATIENT DAYS



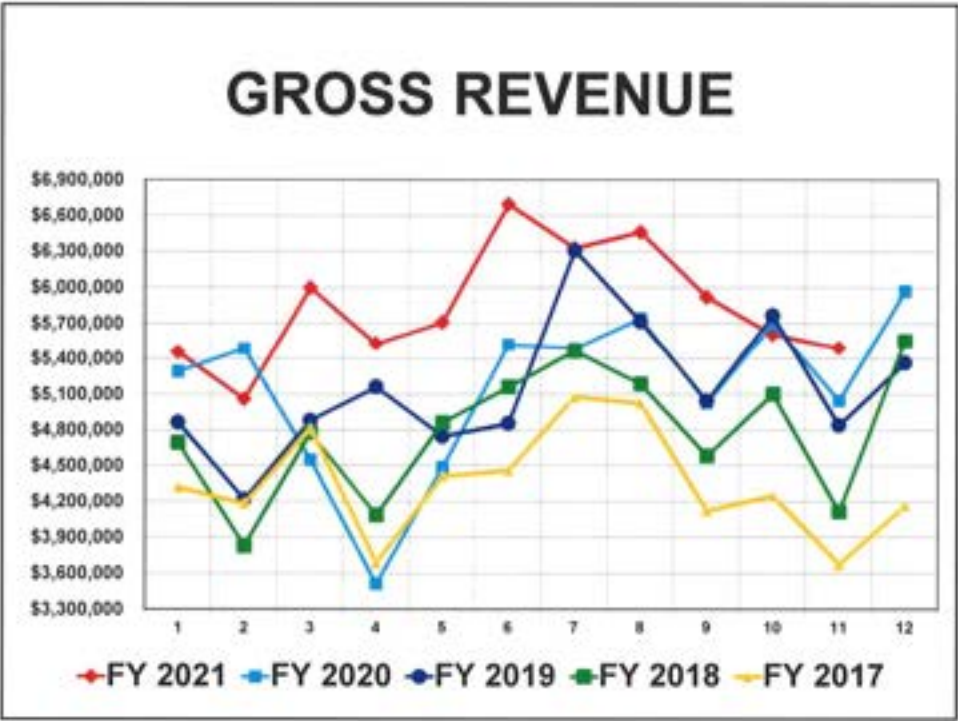
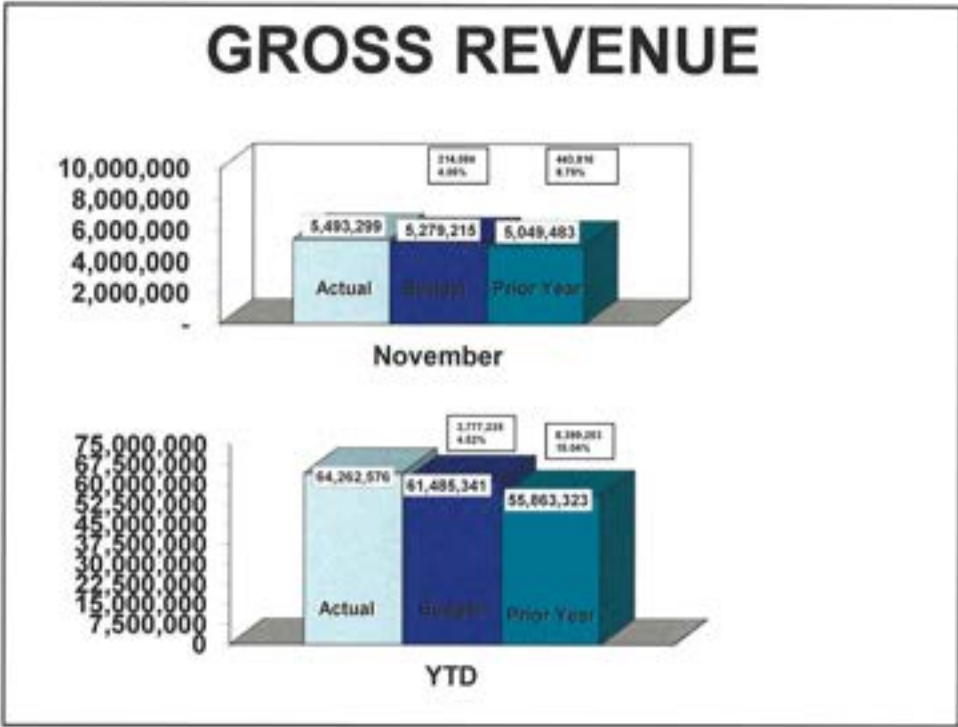


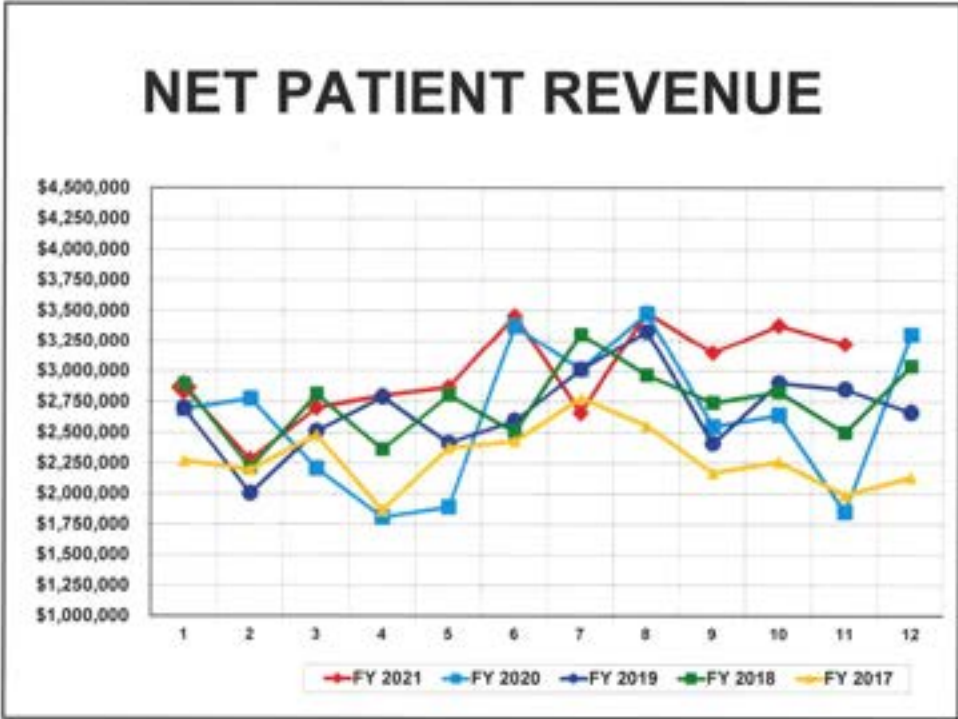
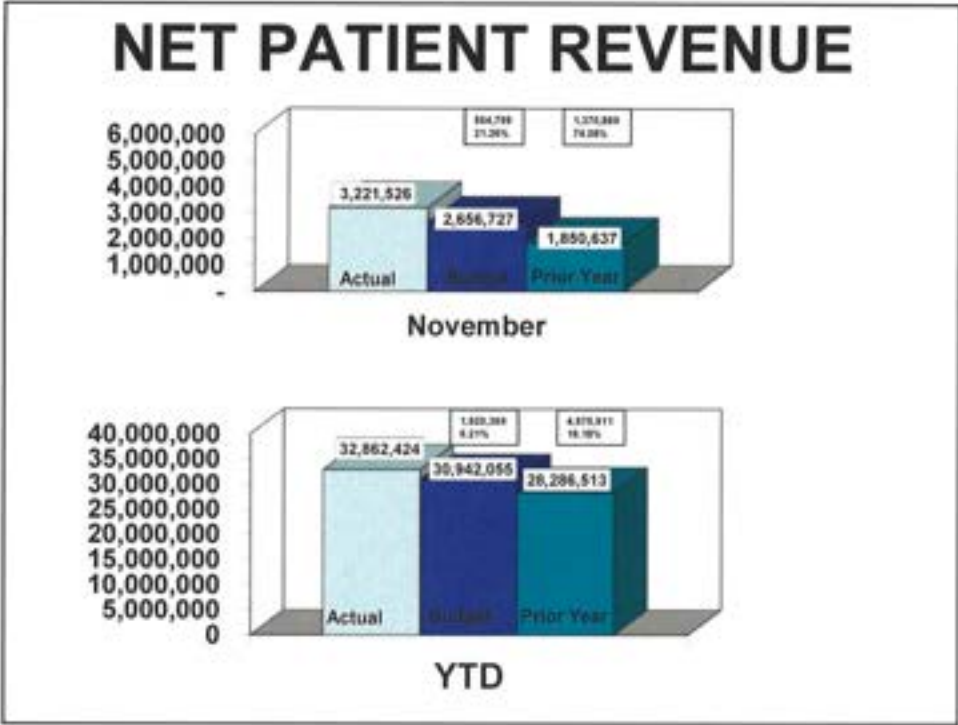


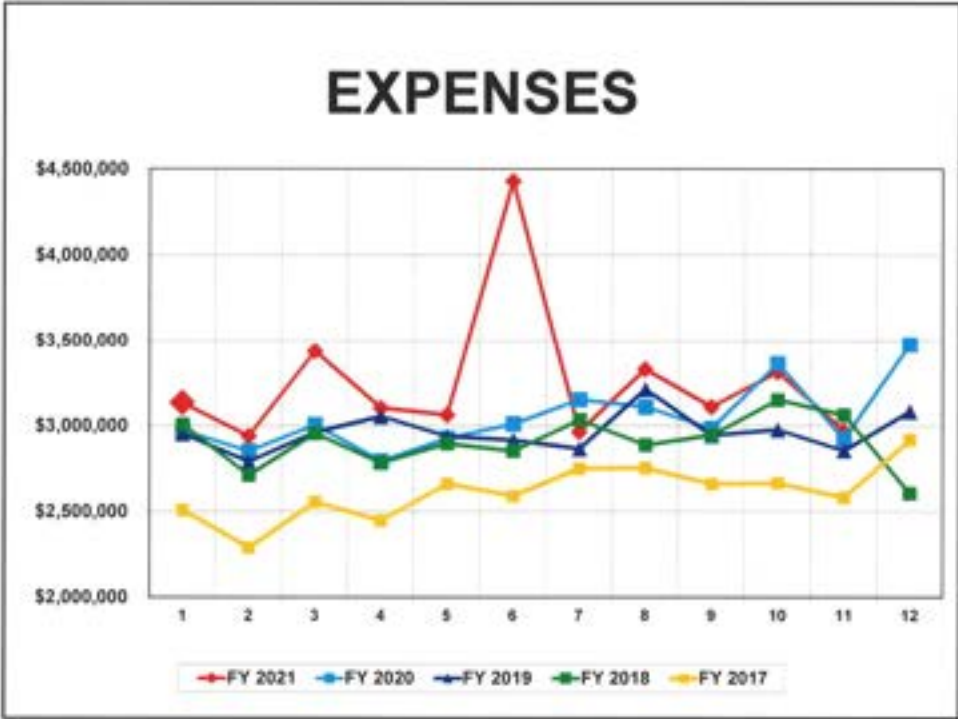
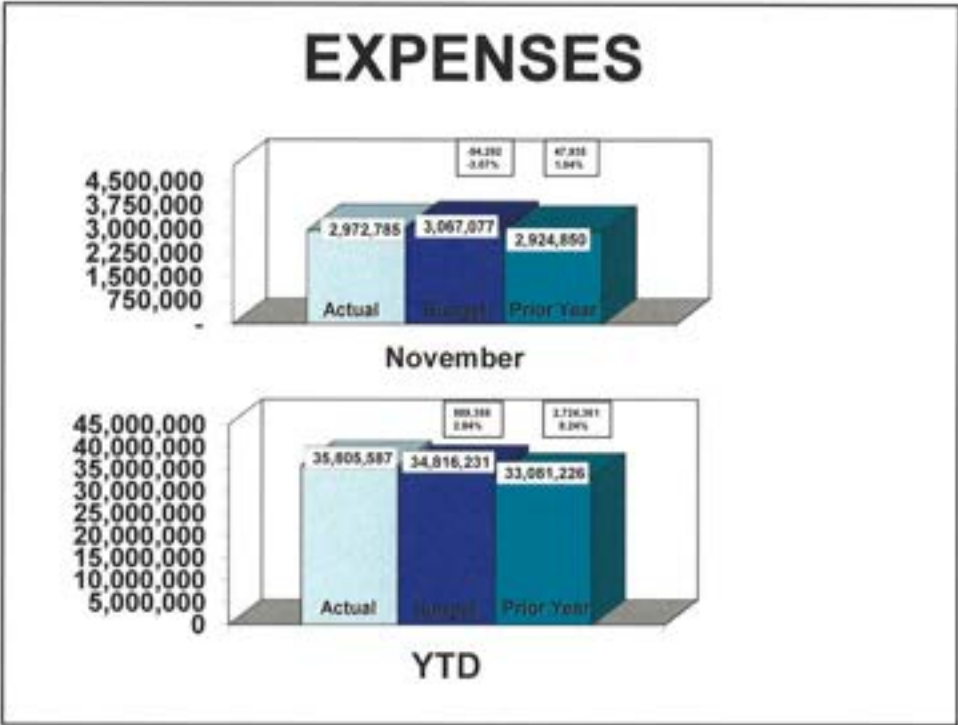


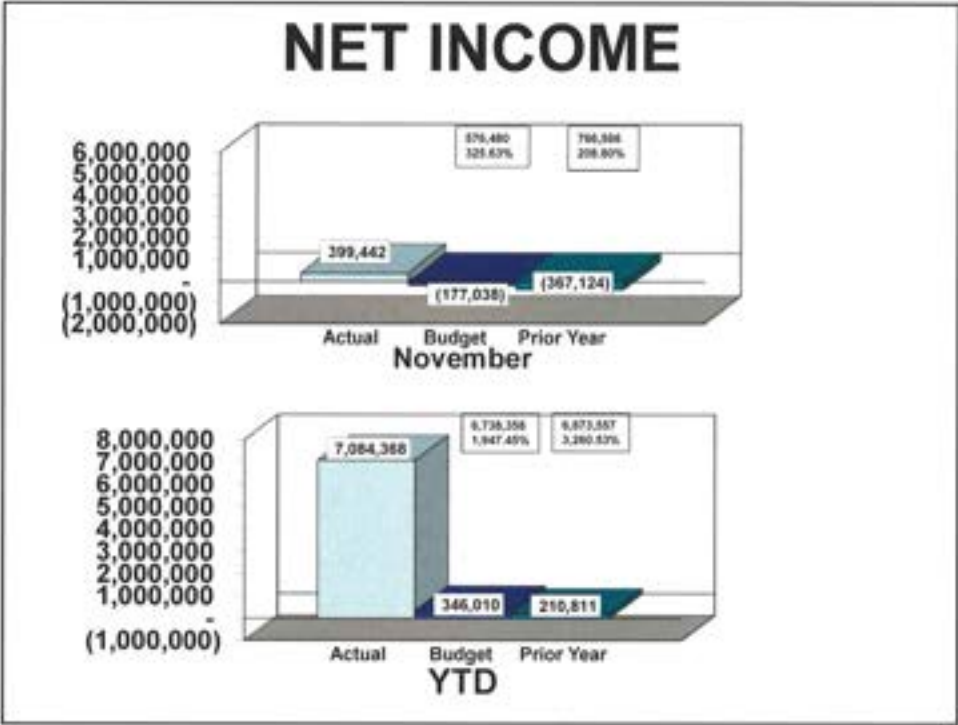
Summary of Financials

	October
Gross Revenue	\$ 5,611,369
Net Revenue	\$ 3,377,543
Expenses	\$ 3,315,018
Grants, 340B and Tax Revenue	\$ 179,626
Grants and 340B and Stimulus	\$ 162,828
Tax Revenue	\$ 16,798
Net Income	\$ 242,151





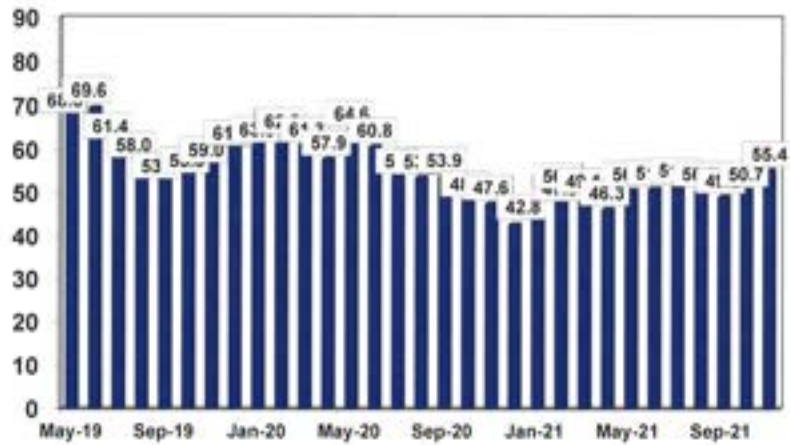




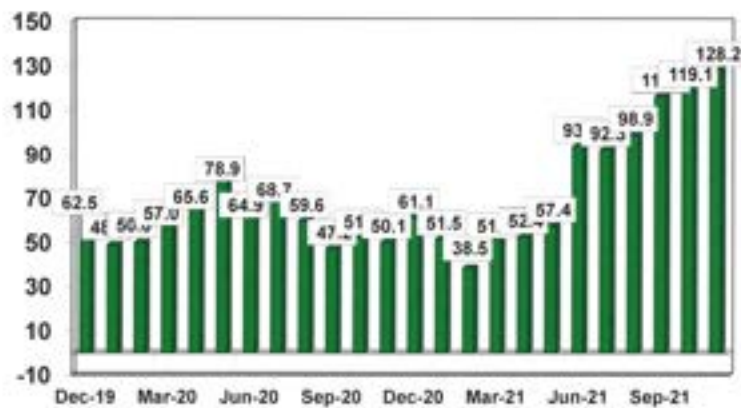
Summary of Financials

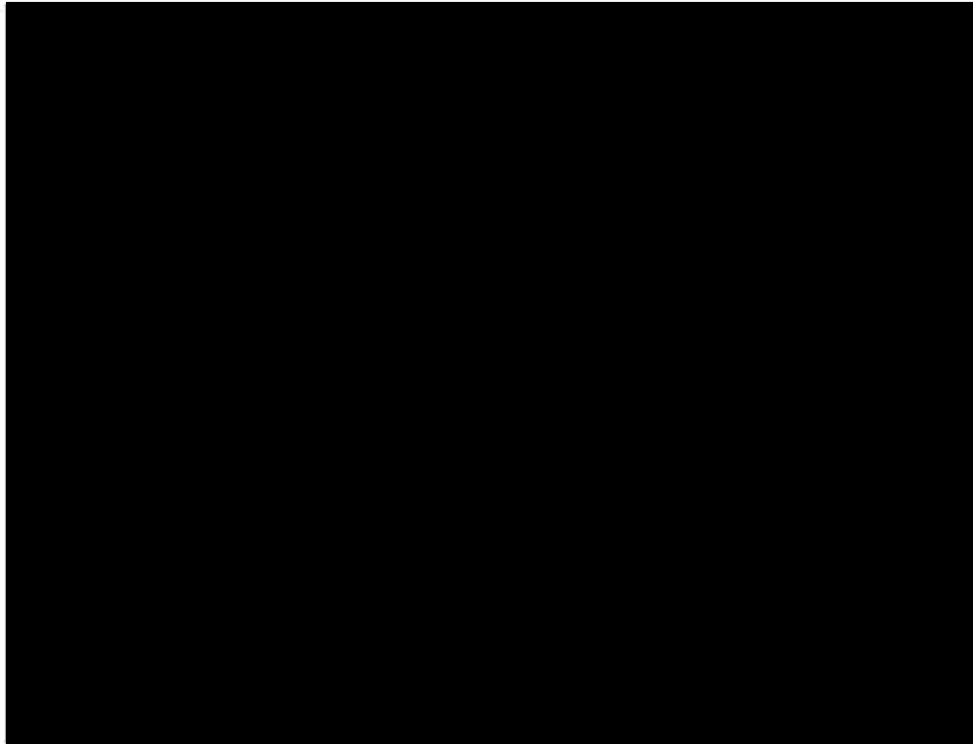
	November
Gross Revenue	\$ 5,493,299
Net Revenue	\$ 3,221,526
Expenses	\$ 2,972,785
Grants, 340B and Tax Revenue	\$ 150,701
Grants and 340B and Stimulus	\$ 130,376
Tax Revenue	\$ 20,325
Net Income	\$ 399,442

GROSS DAYS IN ACCOUNTS RECEIVABLE

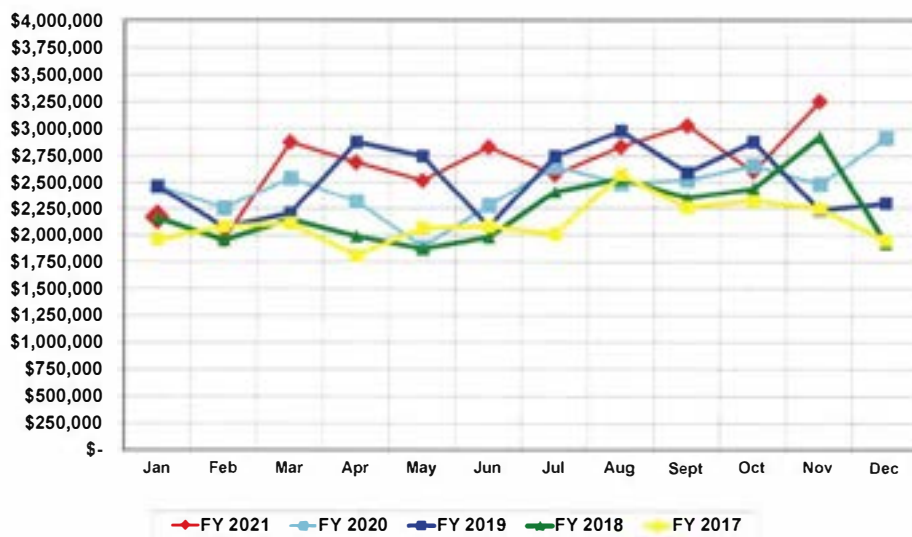


DAYS CASH ON HAND





CASH COLLECTIONS



Pagosa Springs Medical Center

ORAL REPORTS 6.b.(a)

Income Statement - - - November 30, 2021

Page 1

		Current Month				Year-to-Date			
		2021	Budget	Difference	Variance	2021	Budget	Difference	Variance
Revenue									
7	Total In-patient Revenue	590,218	414,330	175,888	42%	5,284,475	4,825,568	458,907	10%
17	Total Out-patient Revenue	4,495,495	4,455,145	40,350	1%	53,847,372	51,887,666	1,959,706	4%
18	Professional Fees	407,586	409,740	(2,154)	-1%	5,130,729	4,772,107	358,622	8%
19	Total Patient Revenue	5,493,299	5,279,215	214,084	4%	64,262,576	61,485,341	2,777,235	5%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	2,598,224	2,577,575	20,649	1%	33,000,287	30,020,202	2,980,085	10%
22	Charity	29,229	9,331	19,898	213%	607,869	108,679	499,190	459%
23	Bad Debt	(115,515)	204,934	(320,449)	-156%	739,479	2,386,807	(1,647,328)	-69%
24	Provider Fee & Other	(240,165)	(169,352)	(70,813)	42%	(2,947,483)	(1,972,402)	(975,081)	49%
25	Total Revenue Deductions & Bad Debt	2,271,773	2,622,488	(350,715)	-13%	31,400,152	30,543,286	856,866	3%
26	Total Net Patient Revenue	3,221,526	2,656,727	564,799	21%	32,862,424	30,942,055	1,920,369	6%
27	Grants	50,000	18,361	31,639	172%	897,174	329,672	567,502	172%
28	HHS Stimulus Other Revenue	-	26,500	(26,500)	-100%	2,203,633	475,800	1,727,833	363%
29	COVID PPP Loan Forgiveness	-	-	-	0%	3,740,044	-	3,740,044	0%
30	Other Operating Income - Misc	80,376	114,251	(33,875)	-30%	1,659,045	2,082,474	(423,429)	-20%
31	Total Net Revenues	3,351,902	2,815,839	536,063	19%	41,362,320	33,830,001	7,532,319	22%
32	Operating Expenses								
33	Salary & Wages	1,505,717	1,603,775	(98,058)	-6%	18,588,744	18,228,979	359,765	2%
34	Benefits	228,787	288,286	(59,499)	-21%	3,280,031	3,204,937	75,094	2%
35	Professional Fees/Contract Labor	44,402	28,819	15,583	54%	477,406	327,133	150,273	46%
36	Purchased Services	137,154	154,199	(17,045)	-11%	1,731,560	1,749,804	(18,244)	-1%
37	Supplies	524,016	499,300	24,716	5%	5,688,404	5,676,115	12,289	0%
38	Rent & Leases	40,902	13,109	27,793	212%	421,417	157,285	264,132	168%
39	Repairs & Maintenance	42,299	45,861	(3,562)	-8%	487,469	532,258	(44,789)	-8%
40	Utilities	40,201	37,582	2,619	7%	363,624	401,405	(37,781)	-9%
41	Insurance	27,269	25,056	2,213	9%	310,923	284,816	26,107	9%
42	Depreciation & Amortization	146,822	157,150	(10,328)	-7%	1,816,858	1,780,946	35,912	2%
43	Interest	70,846	81,228	(10,382)	-13%	866,401	925,098	(58,697)	-6%
44	Other	164,370	132,712	31,658	24%	1,772,750	1,547,455	225,295	15%
45	Total Operating Expenses	2,972,785	3,067,077	(94,292)	-3%	35,805,587	34,816,231	989,356	3%
46	Operating Revenue Less Expenses	379,117	(251,238)	630,355	-251%	5,556,733	(986,230)	6,542,963	-663%
47	Non-Operating Income								
48	Tax Revenue	20,325	63,600	(43,275)	-68%	1,377,635	1,141,920	235,715	21%
49	Donations	-	10,600	(10,600)	-100%	150,000	190,320	(40,320)	-21%
50	Total Non-Operating Income	20,325	74,200	(53,875)	-73%	1,527,635	1,332,240	195,395	15%
51	Total Revenue Less Total Expenses	\$ 399,442	\$ (177,038)	\$ 576,480	-326%	\$ 7,084,368	\$ 346,010	\$ 6,738,358	1947%

Pagosa Springs Medical Center

ORAL REPORTS 6.b.(a)

Income Statement Comparison - - November 30, 2021

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	2021	Current Month 2020	Difference	Variance	2021	Year-to-Date 2020	Difference	Variance
Revenue								
7 Total In-patient Revenue	590,218	654,536	(64,318)	-10%	5,284,475	4,376,963	907,512	21%
17 Total Out-patient Revenue	4,495,495	4,022,089	473,406	12%	53,847,372	47,325,638	6,521,734	14%
18 Professional Fees	407,586	372,858	34,728	9%	5,130,729	4,160,722	970,007	23%
19 Total Patient Revenue	5,493,299	5,049,483	443,816	9%	64,262,576	55,863,323	8,399,253	15%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	2,598,224	3,915,169	(1,316,945)	-34%	33,000,287	28,894,723	4,105,564	14%
22 Charity	29,229	28,247	982	3%	607,869	71,941	535,928	745%
23 Bad Debt	(115,515)	(534,523)	419,008	-78%	739,479	920,240	(180,761)	-20%
24 Provider Fee & Other	(240,165)	(210,047)	(30,118)	14%	(2,947,483)	(2,310,094)	(637,389)	28%
25 Total Revenue Deductions & Bad Debt	2,271,773	3,198,846	(927,073)	-29%	31,400,152	27,576,810	3,823,342	14%
26 Total Net Patient Revenue	3,221,526	1,850,637	1,370,889	74%	32,862,424	28,286,513	4,575,911	16%
27 Grants	50,000	534,782	(484,782)	-91%	897,174	1,373,725	(476,551)	-35%
28 HHS Stimulus Other Revenue	-	-	-	-	2,203,633	-	2,203,633	-
29 COVID PPP Loan Forgiveness	-	-	-	-	3,740,044	-	3,740,044	-
30 Other Operating Income - Misc	80,376	156,149	(75,773)	-49%	1,659,045	2,002,071	(343,026)	-17%
31 Total Net Revenues	3,351,902	2,541,568	810,334	32%	41,362,320	31,662,309	9,700,011	31%
32 Operating Expenses								
33 Salary & Wages	1,505,717	1,519,132	(13,415)	-1%	18,588,744	17,294,238	1,294,506	7%
34 Benefits	228,787	212,968	15,819	7%	3,280,031	3,030,199	249,832	8%
35 Professional Fees/Contract Labor	44,402	29,750	14,652	49%	477,406	320,038	157,368	49%
36 Purchased Services	137,154	177,185	(40,031)	-23%	1,731,560	1,688,696	42,864	3%
37 Supplies	524,016	507,857	16,159	3%	5,688,404	5,226,861	461,543	9%
38 Rent & Leases	40,902	38,495	2,407	6%	421,417	404,386	17,031	4%
39 Repairs & Maintenance	42,299	38,170	4,129	11%	487,469	496,051	(8,582)	-2%
40 Utilities	40,201	23,298	16,903	73%	363,624	330,913	32,711	10%
41 Insurance	27,269	27,212	57	0%	310,923	300,027	10,896	4%
42 Depreciation & Amortization	146,822	149,118	(2,296)	-2%	1,816,858	1,626,747	190,111	12%
43 Interest	70,846	86,874	(16,028)	-18%	866,401	978,021	(111,620)	-11%
44 Other	164,370	114,791	49,579	43%	1,772,750	1,385,047	387,703	28%
45 Total Operating Expenses	2,972,785	2,924,850	47,935	2%	35,805,587	33,081,226	2,724,361	8%
46 Operating Revenue Less Expenses	379,117	(383,282)	762,399	-199%	5,556,733	(1,418,917)	6,975,650	-492%
47 Non-Operating Income								
48 Tax Revenue	20,325	16,158	4,167	26%	1,377,635	1,313,201	64,434	5%
49 Donations	-	-	-	-	150,000	316,527	(166,527)	-53%
50 Total Non-Operating Income	20,325	16,158	4,167	26%	1,527,635	1,629,728	(102,093)	-6%
51 Total Revenue Less Total Expenses	\$ 399,442	\$ (367,124)	\$ 766,566	-209%	\$ 7,084,368	\$ 210,811	6,873,557	3261%

Balance Sheet - - November 30, 2021

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 12,359,406	\$ 11,765,770	Accts Payable - System	\$ 629,421	\$ 496,779
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	789,163	715,388
Bond Funds - 2016 Bonds	244,521	7	Cost Report Settlement Res	1,081,932	513,931
Bond Funds - 2021 / 2006	445,730	438,338	Wages & Benefits Payable	1,886,211	2,003,202
Escrow - UMB	-	-	Deferred Revenue	1,888	1,888
COVID PPP	-	-	COVID PPP Short Term Loan	-	-
Relief Fund Cash Restricted	2,587,503	1,755,156	Relief Fund Liability	2,587,503	1,755,156
Medicare Accelerated Pmt	2,749,317	3,065,130	Medicare Accelerated Pmt Liab	2,749,317	3,065,130
Total Cash	19,265,208	17,903,132	Current Portion of LT Debt-Lease	75,322	89,588
			Current Portion of LT Debt-2006	-	-
Accounts Receivable			Current Portion of LT Debt-2016	340,000	340,000
Patient Revenue - Net	5,115,376	4,754,058	Total Current Liabilities	10,140,757	8,981,062
Other Receivables	310,777	385,354			
Total Accounts Receivable	5,426,153	5,139,412	Long-Term Liabilities		
			Leases Payable	-	-
Inventory	1,681,759	1,666,010	Equipment Lease (Wells Fargo)	-	-
			Bond Premium (Net) - 2006 Def Outflows	206,862	207,974
Total Current Assets	26,373,120	24,708,554	Bond Premium (Net) - 2016	124,471	124,896
			Bond Premium (Net) - 2021	766,439	770,410
Fixed Assets			Bonds Payable - 2021	7,885,000	7,885,000
Property Plant & Equip (Net)	7,678,323	7,830,654	Bonds Payable - 2006	-	-
Electronic Health Record (Net)	-	-	Bonds Payable - 2016	9,250,000	9,250,000
Clinic Expansion	13,377,405	13,377,405	Total Long-Term Liabilities	18,232,772	18,238,280
Work In Progress	770,994	697,316			
Land	101,000	101,000	Net Assets		
Total Fixed Assets	21,927,722	22,006,375	Un-Restricted	13,057,906	13,057,906
			Current Year Net Income/Loss	7,084,368	6,684,926
Other Assets			Total Un-Restricted	20,142,274	19,742,832
Prepays & Other Assets	214,961	247,245			
Total Other Assets	214,961	247,245	Restricted		
			Total Net Assets	20,142,274	19,742,832
Total Assets	\$ 48,515,803	\$ 46,962,174	Total Liabilities & Net Assets	\$ 48,515,803	\$ 46,962,174

Pagosa Springs Medical Center

ORAL REPORTS 6.b.(a)

Monthly Trends

	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
Activity	30	31	31	28	31	30	31	30	31	31	30	31	30
2 In-Patient Admissions	34	42	34	22	27	33	41	33	35	32	17	24	32
3 In-Patient Days	84	115	83	61	76	86	101	93	72	74	47	62	95
4 Avg Stay Days (in-patients)	2.5	2.7	2.4	2.8	2.8	2.6	2.5	2.8	2.1	2.3	2.8	2.6	3.0
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
8 Average Daily Census	2.8	3.7	2.7	2.2	2.5	2.9	3.3	3.1	2.3	2.4	1.6	2.0	3.2
Statistics													
9 E/R visits	433	436	478	424	501	455	573	666	561	697	612	594	604
10 Observ Hours	564	530	545	781	458	291	428	685	713	513	538	228	97
11 Lab Tests	5,256	5,166	5,824	4,831	5,810	5,583	6,045	6,032	5,687	5,586	5,409	5,918	6,005
12 Radiology/CT/MRI Exams	1,055	1,136	1,271	1,126	1,341	1,252	1,304	1,539	1,335	1,525	1,397	1,214	1,240
14 OR Cases	89	93	74	79	106	126	99	120	85	126	118	131	102
15 Clinic Visits	1,641	1,690	1,686	1,661	1,863	1,983	1,756	1,931	1,759	1,902	1,810	1,766	1,536
16 Spec. Clinic Visits	162	150	136	97	79	109	101	113	204	89	85	75	46
17 Oncology Clinic Visits	111	112	92	93	129	127	116	127	90	135	119	114	110
18 Oncology/Infusion Patients	138	108	110	91	175	150	158	159	151	195	160	156	193
19 Infusion Patients	45	42	20	52	78	51	75	96	122	109	92	93	137
20 EMS Transports	78	116	114	90	108	83	112	137	113	126	108	93	106
21 Total Stats	9,572	9,579	10,350	9,325	10,648	10,210	10,767	11,605	10,820	11,003	10,448	10,382	10,176

Statistical Review

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2021	November			November			November 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
In-Patient										
Admissions:										
Acute	32	31	1	330	363	(33)	330	260	70	27%
Swing Bed	-	-	-	-	4	(4)	-	1	(1)	
Total	32	31	1	330	367	(37)	330	261	69	26%
Patient Days:										
Acute	95	62	33	850	728	122	850	658	192	29%
Swing Bed	-	2	(2)	-	27	(27)	-	3	(3)	
Total	95	64	31	850	755	95	850	661	189	29%
Average Daily Census:										
# Of Days	30	30		334	334		334	335		
Acute	3.2	2.1	1.1	2.5	2.2	0.4	2.5	2.0	0.6	30%
Swing Bed	-	0.1	(0.1)	-	0.1	(0.1)	-	0.0	(0.0)	
Total	3.2	2.1	1.0	2.5	2.3	0.3	2.5	2.0	0.6	29%
Length of Stay:										
Acute	3.0	2.0	1.0	2.6	2.0	0.6	2.6	2.5	0.0	2%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	3.0	2.1	0.9	2.6	2.1	0.5	2.6	2.5	0.0	2%
Out-Patient										
Out-Patient Visits										
E/R Visits	604	464	140	6,165	5,482	683	6,165	5,540	625	11%
Observ admissions	8	62	(54)	296	732	(436)	296	315	(19)	-6%
Lab Tests	6,005	4,689	1,316	62,730	55,732	6,998	62,730	55,527	7,203	13%
Radiology/CT/MRI Exams/M	1,240	1,121	119	14,544	13,311	1,233	14,544	12,749	1,795	14%
OR Cases	102	83	19	1,166	1,015	151	1,166	885	281	32%
Clinic Visits	1,536	2,045	(509)	19,653	24,219	(4,566)	19,653	18,168	1,485	8%
Spec. Clinic Visits	46	194	(148)	1,134	2,285	(1,151)	1,134	1,993	(859)	-43%
Oncology Clinic Visits	110	114	(4)	1,252	1,374	(122)	1,252	1,292	(40)	-3%
Oncology/Infusion Patients	193	129	64	1,698	1,554	144	1,698	1,524	174	11%
Infusion Patients	137	92	45	925	1,101	(176)	925	653	272	42%
EMS Transports	106	104	2	1,190	1,234	(44)	1,190	1,219	(29)	-2%
Total	10,087	9,097	990	110,753	108,039	2,714	110,753	99,865	10,888	11%

Pagosa Springs Medical Center

ORAL REPORTS 6.b.(a)

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of November 30, 2021

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		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
1 Medicare	\$	2,637,516	\$ 319,461	\$ 121,030	\$ 50,104	\$ 36,867	\$ 35,356	\$ 72,098	\$ 3,272,432	32%	
2 Medicaid		767,842	150,650	46,692	51,288	62,160	80,490	218,579	1,377,701	13%	
3 Third Party		1,628,384	574,662	309,597	252,304	102,398	202,582	391,324	3,461,251	33%	
4 Self-Pay		221,024	243,890	287,957	243,229	228,187	130,935	900,206	2,255,428	22%	
Current Month Total	\$	5,254,766	\$ 1,288,663	\$ 765,276	\$ 596,925	\$ 429,612	\$ 449,363	\$ 1,582,207	\$ 10,366,811	100%	223,165
Pct of Total		51%	12%	7%	6%	4%	4%	15%	100%		
Oct-21	\$	4,591,197	\$ 1,412,195	\$ 784,524	\$ 573,095	\$ 661,916	\$ 330,409	\$ 1,562,788	\$ 9,916,124		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%		
Nov-20	\$	4,108,089	\$ 1,171,013	\$ 583,125	\$ 541,005	\$ 584,542	\$ 275,531	\$ 985,311	\$ 8,248,616		172,213
Pct of Total		50%	14%	7%	7%	7%	3%	12%	100%		
Oct-20	\$	4,351,562	\$ 1,054,133	\$ 832,882	\$ 694,766	\$ 372,848	\$ 200,118	\$ 1,158,212	\$ 8,664,521		855,499
Pct of Total		50%	12%	10%	8%	4%	2%	13%	100%		
Sep-20	\$	4,073,962	\$ 1,528,744	\$ 916,786	\$ 468,911	\$ 324,972	\$ 204,586	\$ 2,031,419	\$ 9,529,381		12,049
Pct of Total		43%	16%	10%	5%	3%	2%	21%	100%		

Pagosa Springs Medical Center

ORAL REPORTS 6.b.(a)

Pagosa Springs Medical Center - - - Net Days in A/R 2021

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	31	28	31	30	31	30
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
2 Net Accounts Receivable	\$ 4,787,978	\$ 4,025,591	\$ 3,956,034	\$ 3,777,753	\$ 3,877,097	\$ 4,279,409
3 Net Patient Revenue	\$ 2,863,140	\$ 2,280,206	\$ 2,700,773	\$ 2,799,928	\$ 2,867,264	\$ 3,457,110
4 Net Patient Rev/Day (2 month Avg)	\$ 103,376	\$ 86,898	\$ 84,279	\$ 90,226	\$ 92,912	\$ 103,865
5 Net Days in A/R	46	46	47	42	42	41

	31	31	30	31	30	31
	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-20
7 Net Accounts Receivable	\$ 4,520,929	\$ 4,713,332	\$ 4,472,476	\$ 4,754,058	\$ 5,115,376	\$ 3,420,335
8 Net Patient Revenue	\$ 2,659,431	\$ 3,484,951	\$ 3,150,551	\$ 3,377,543	\$ 3,221,526	\$ 3,546,181
9 Net Patient Rev/Day (2 month Avg)	\$ 100,513	\$ 99,103	\$ 108,718	\$ 106,986	\$ 108,169	\$ 88,040
10 Net Days in A/R	45	48	41	44	47	39

Pagosa Springs Medical Center - - - Gross Days Target

12 Medicare	33%	21	\$ 108,181	\$ 749,698
13 Medicaid	7%	35	\$ 108,181	\$ 265,045
14 Blue Cross	15%	48	\$ 108,181	\$ 778,907
15 Commercial	26%	65	\$ 108,181	\$ 1,828,267
16 Self Pay	19%	150	\$ 108,181	\$ 3,083,172
17 Total:	100%			\$ 6,705,087
18				\$ 108,181
19			Gross Days in A/R Target	62

Pagosa Springs Medical Center
Revenue by Financial Class
November 30, 2021

ORAL REPORTS 6.b.(a)

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	133,785.23	133,785.23	2.44%
Blue Cross	68,049.10	499,143.56	567,192.66	10.33%
Champus	-	48,957.10	48,957.10	0.89%
Commercial Insurance	98,446.80	575,333.71	673,780.51	12.27%
Medicaid	62,473.80	811,887.31	874,361.11	15.92%
Medicare	266,793.65	1,879,907.34	2,146,700.99	39.08%
Medicare HMO	209,622.35	365,678.39	575,300.74	10.47%
Self Pay	-	224,418.90	224,418.90	4.09%
Self Pay - Client Billing	-	16,195.48	16,195.48	0.29%
Veterans Administration	23,990.45	176,667.27	200,657.72	3.65%
Workers Compensation	-	31,948.80	31,948.80	0.58%
Total	729,376.15	4,763,923.09	5,493,299.24	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 YTD	12/31/16 % YTD
Auto/Liability Insurance	69,182.15	820,380.10	889,562.25	1.38%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	855,589.97	6,635,267.38	7,490,857.35	11.66%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	54,007.46	585,334.84	639,342.30	0.99%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	688,409.47	7,120,000.41	7,808,409.88	12.15%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	703,344.72	10,579,950.84	11,283,295.56	17.56%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	2,217,800.86	21,169,449.26	23,387,250.12	36.39%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	1,097,764.88	5,898,780.12	6,996,545.00	10.89%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	160,576.67	2,407,534.14	2,568,110.81	4.00%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	212,102.86	212,102.86	0.33%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	364,510.50	1,950,951.77	2,315,462.27	3.60%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	671,636.69	671,636.69	1.05%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	6,211,186.68	58,051,388.41	64,262,575.09	100.00%	100.00%	100.00%	100.00%	100.00%	99.97%
Blank									0.00%
HMO (Health Maint Org)									0.03%
Total					100.00%	100.00%	100.00%	100.00%	100.00%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

ORAL REPORTS 6.b.(a)

	November 2021
Cash Flows from operating activities	
Change in net assets	399,442
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	146,822
Patient accounts receivable	(361,318)
Accounts payable and wages payable	15,652
Accrued liabilities	73,775
Pre-paid assets	32,284
Deferred revenues	-
Other receivables	74,577
Reserve for third party settlement	568,001
Inventory	(15,749)
Net Cash Provided by (used in) operating activities	933,486
Cash Flows from investing activities	
Purchase of property and equipment	-
Work in progress	(73,678)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(73,678)
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	832,347
Payments/Proceeds from Medicare Accelerated Payment	(315,813)
Change in Prior Year Net Assets	-
Change in leases payable	(14,266)
Net Cash Provided by (used in) financing activities	502,268
Net Increase(Decrease) in Cash	1,362,076
Cash Beginning of Month	17,903,132
Cash End of Month	19,265,208

2021						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-21	\$3,306,733.00	\$2,175,985.19	(\$1,130,747.81)	65.80%	\$ (85,619.39)	\$2,090,365.80
Feb-21	\$2,863,140.00	\$1,981,613.13	(\$881,526.87)	69.21%	\$ (257,043.01)	\$1,724,570.12
Mar-21	\$2,780,206.00	\$2,879,133.01	\$98,927.01	103.56%	\$ 71,310.04	\$2,950,443.05
Apr-21	\$2,790,766.00	\$2,691,895.54	(\$98,870.46)	96.46%	\$ 77,125.65	\$2,769,021.19
May-21	\$2,589,854.00	\$2,523,180.73	(\$66,673.27)	97.43%	\$ 15,458.38	\$2,538,639.11
Jun-21	\$2,657,247.00	\$2,833,078.95	\$175,831.95	106.62%	\$ 127,903.94	\$2,960,982.89
Jul-21	\$3,247,103.00	\$2,577,887.40	(\$669,215.60)	79.39%	\$ 174,732.94	\$2,752,620.34
Aug-21	\$2,840,653.00	\$2,837,544.05	(\$3,108.95)	99.89%	\$ (107,191.83)	\$2,730,352.22
Sep-21	\$2,990,817.00	\$3,030,127.12	\$39,310.12	101.31%	\$ 1,003,667.44	\$4,033,794.56
Oct-21	\$2,956,420.00	\$2,605,150.23	(\$351,269.77)	88.12%	\$ (20,199.09)	\$ 2,584,951.14
Nov-21	\$3,127,543.00	\$3,253,690.86	\$126,147.86	104.03%	\$ (228,176.05)	\$ 3,025,514.81
Dec-21						
	\$32,150,482.00	\$29,389,286.21	(\$2,761,195.79)	91.41%	\$ 771,969.02	\$30,161,255.23

Prepared 12/16/2021
Cash balance 17,999,434
at 12/31/20

[illegible]

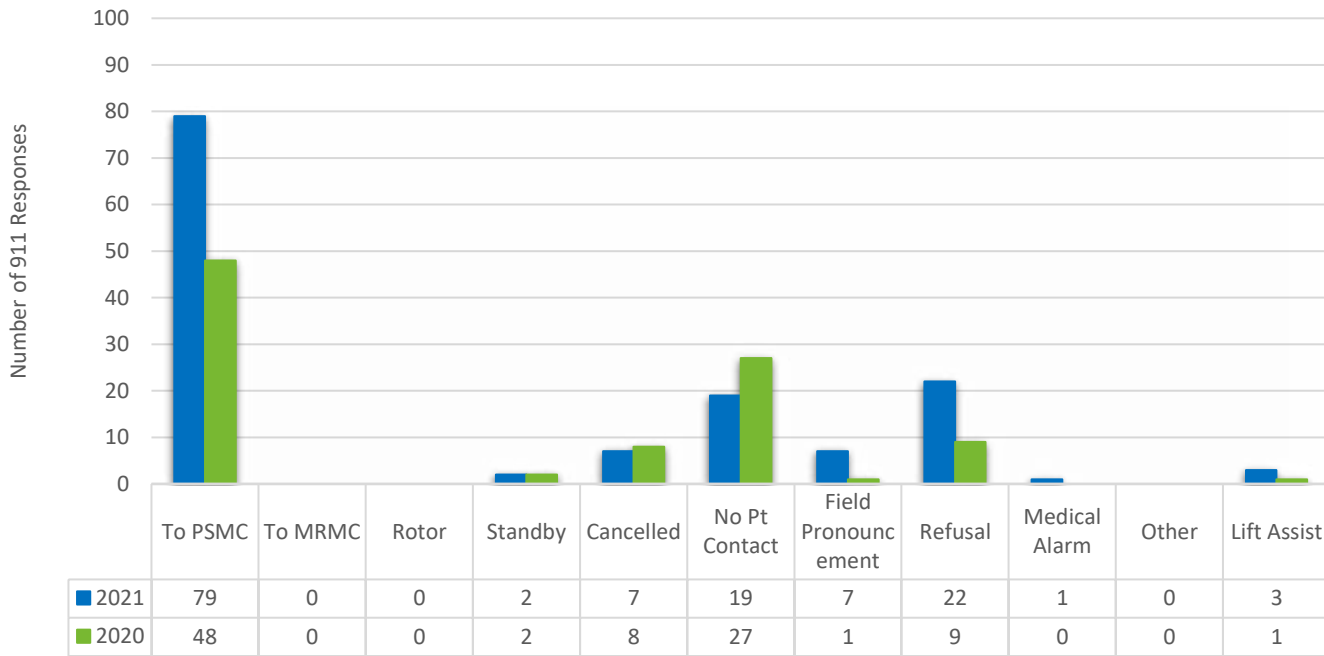
Notes:

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

Operations Report for November 2021

EMS: November

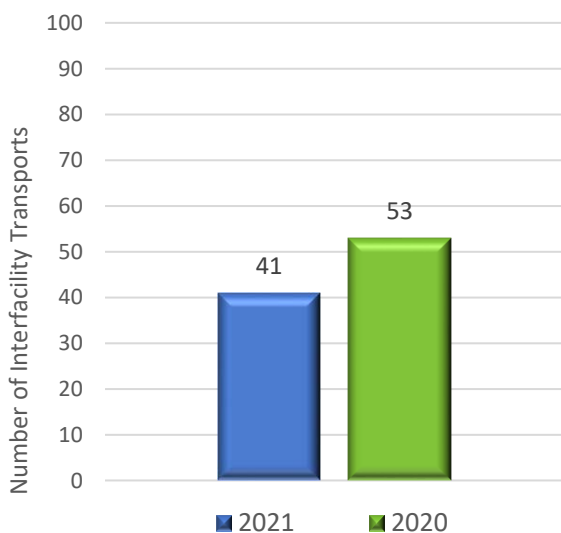
EMS 911 Response



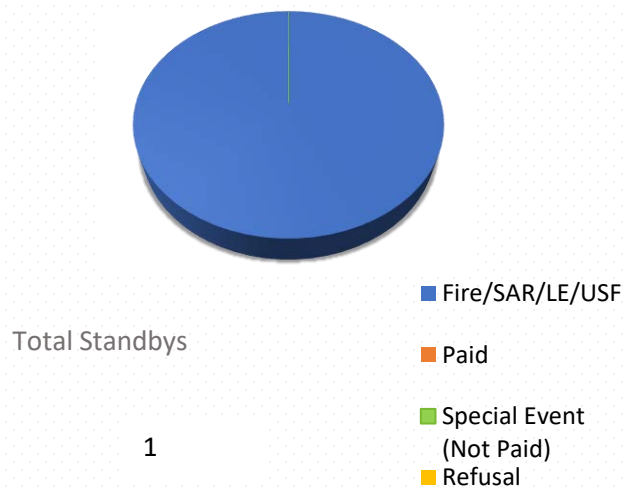
Total 911 Responses for 2020 : 140

■ 2021 ■ 2020

Total Interfacility Transports

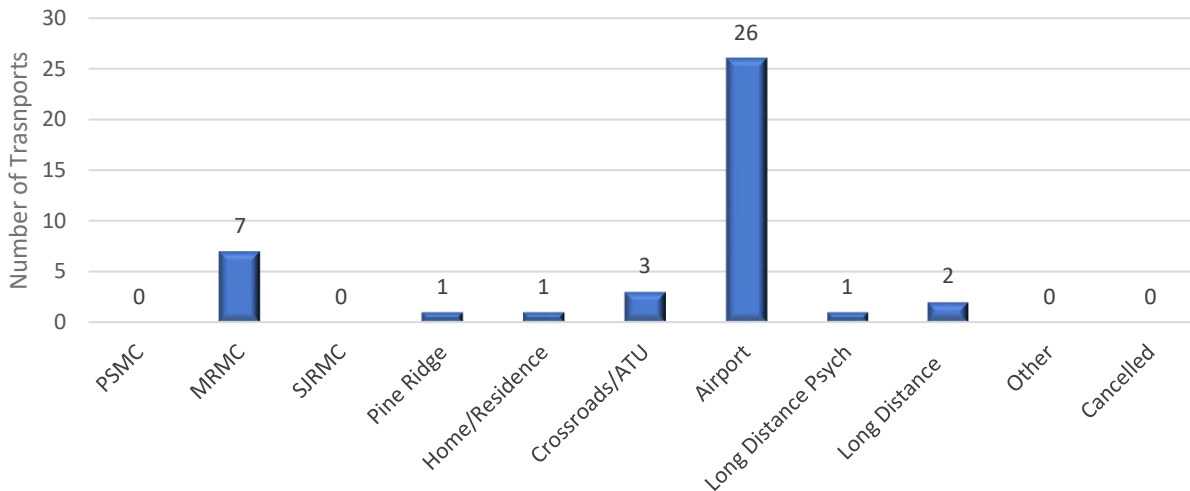


Breakdown of EMS Standbys



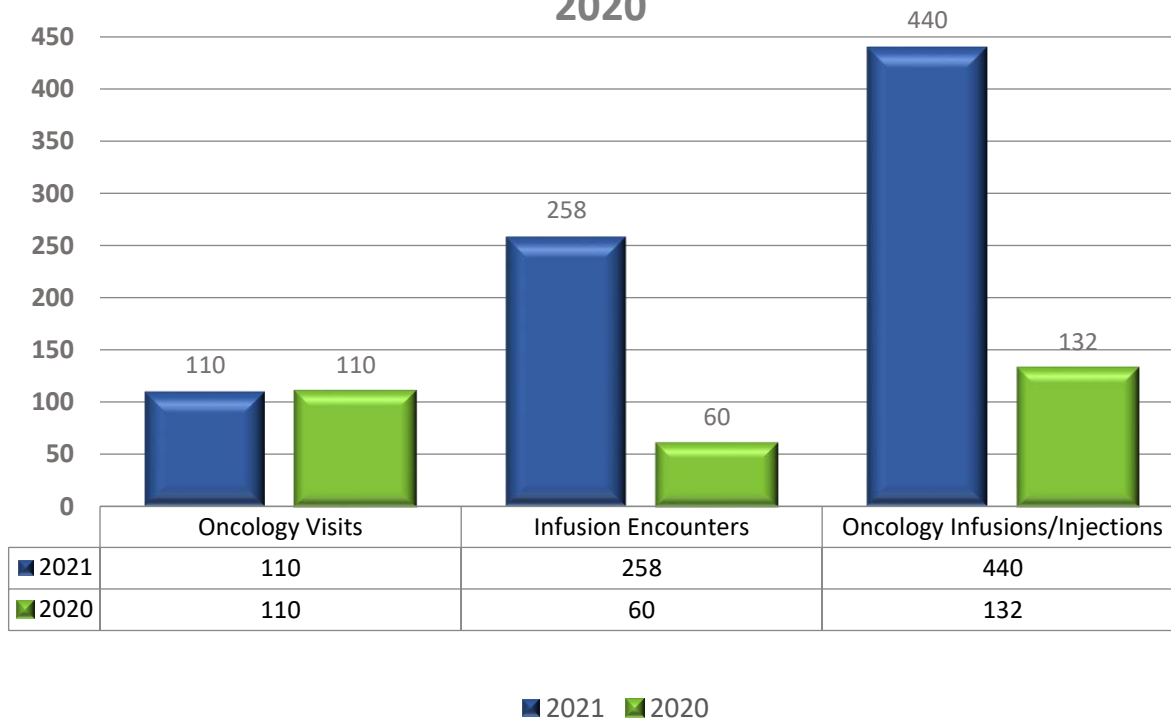
EMS: November

Interfacility Transports by Destination

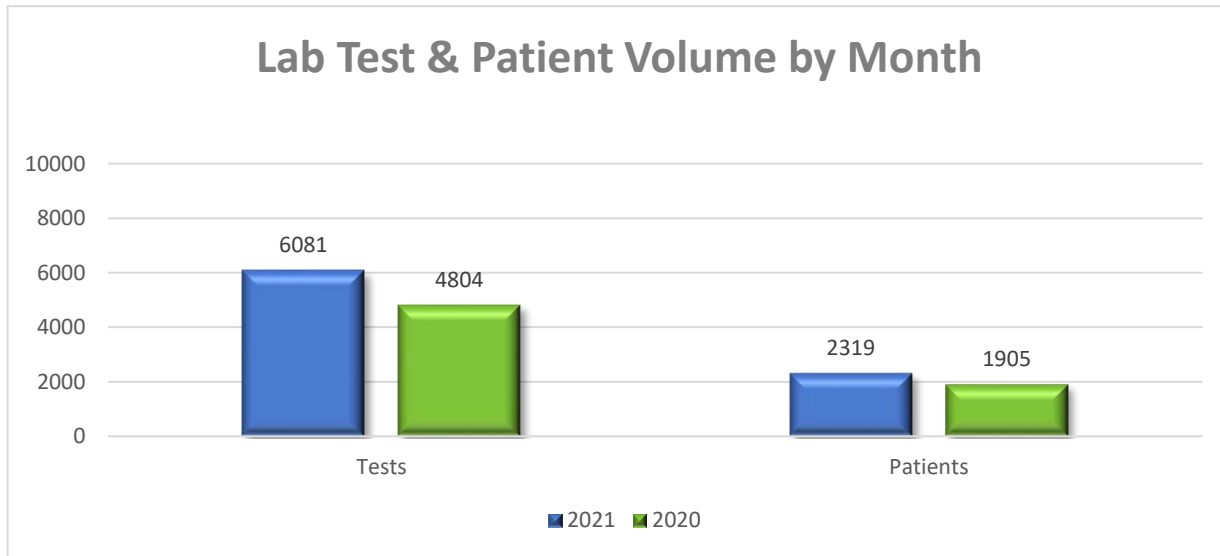


Oncology/Infusion: November

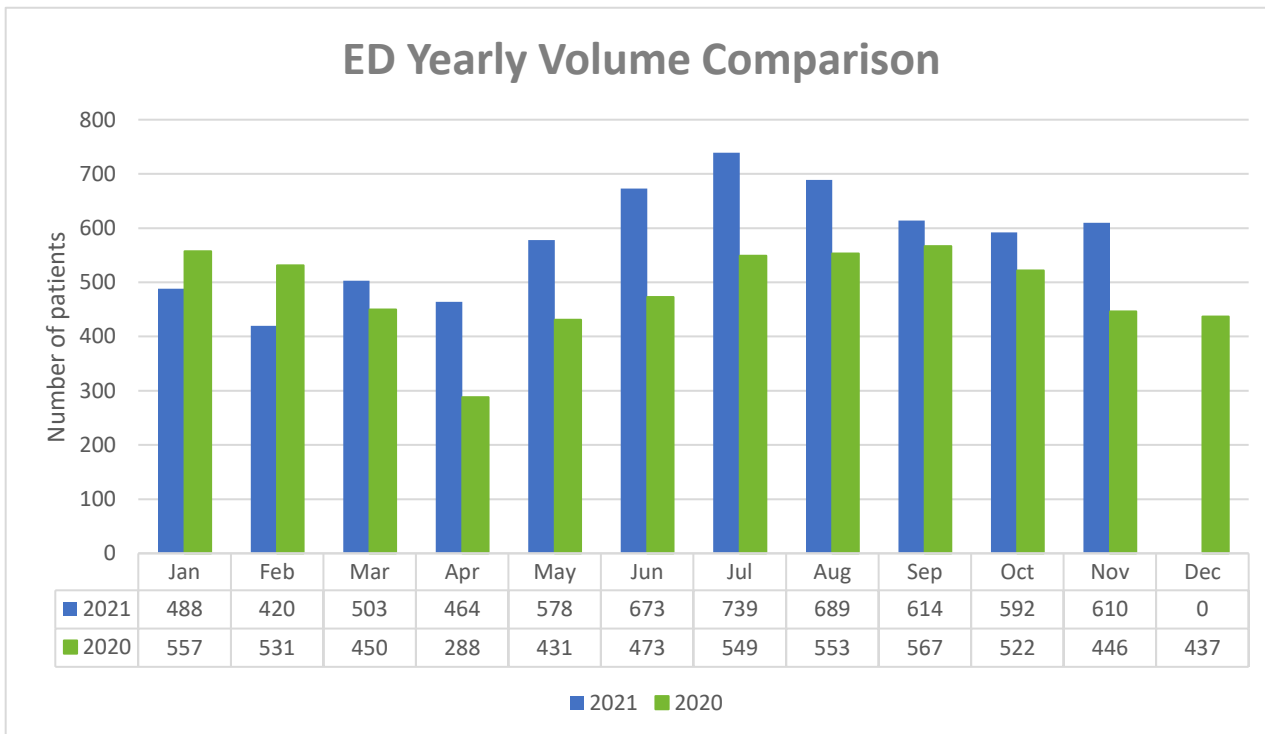
Oncology/Infusion Monthly Comparison 2021 to 2020



Lab: November

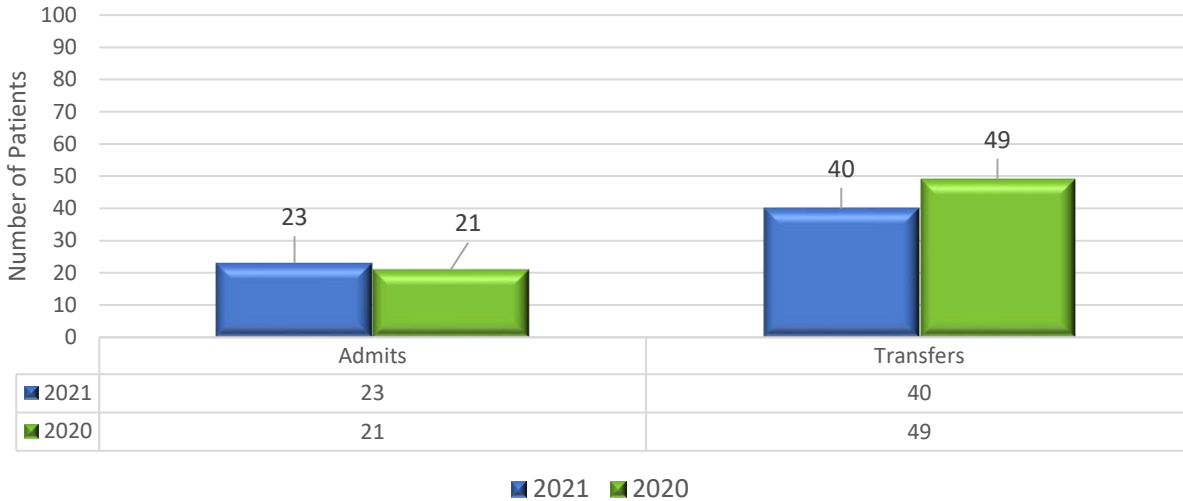


ED: November

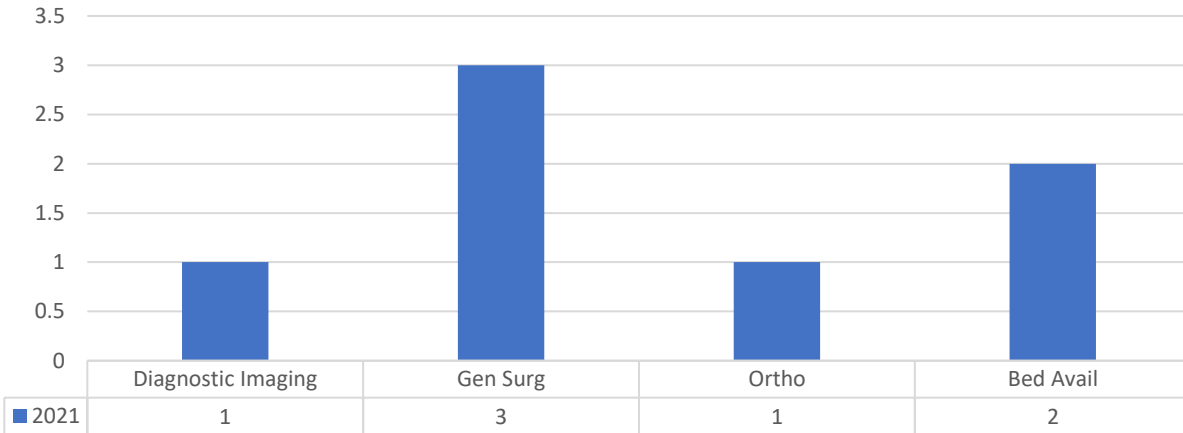


ED: November

ED Inpatient Admissions and Transfers Monthly Comparison



Resource Related Transfers



Average Daily Census

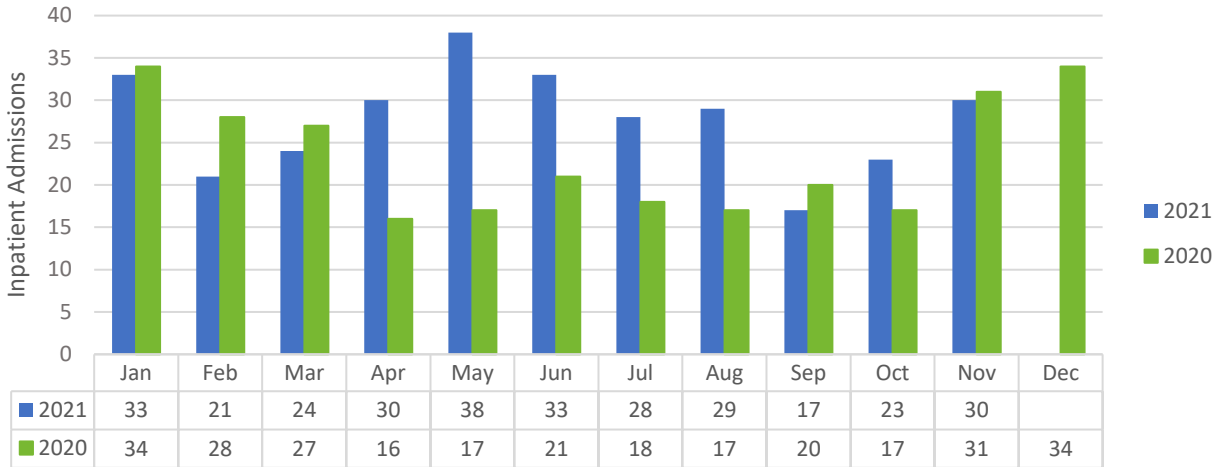
20

Average Length of Stay (in hours)

2.8

Inpatient : November

Inpatient Admission Comparison



Average Daily Census

3.2

Average Length of Stay (in days)

3.4

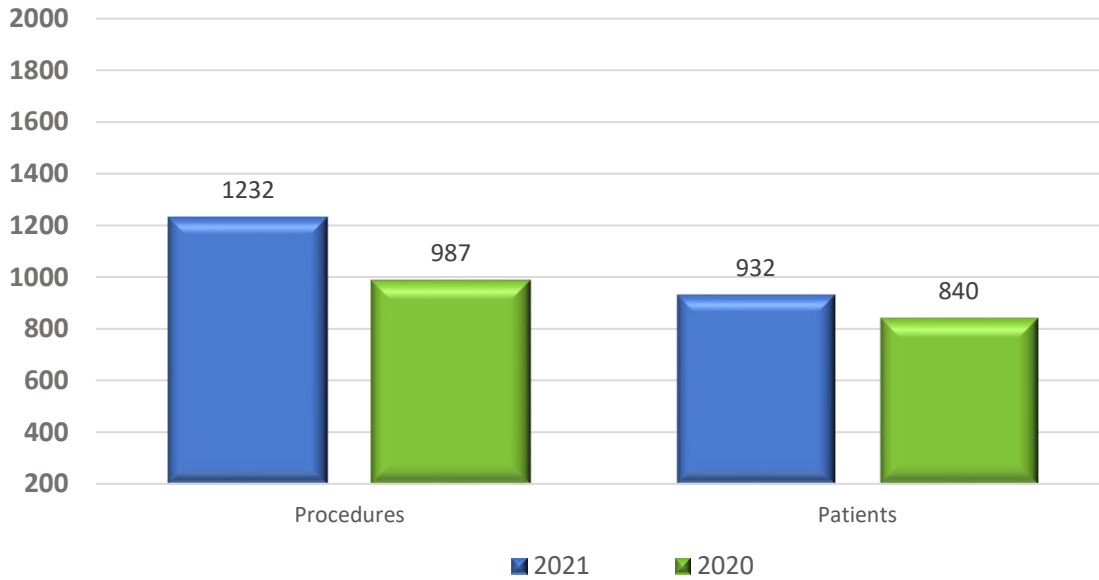


COVID-19 Patients
Hospitalized at PSMC

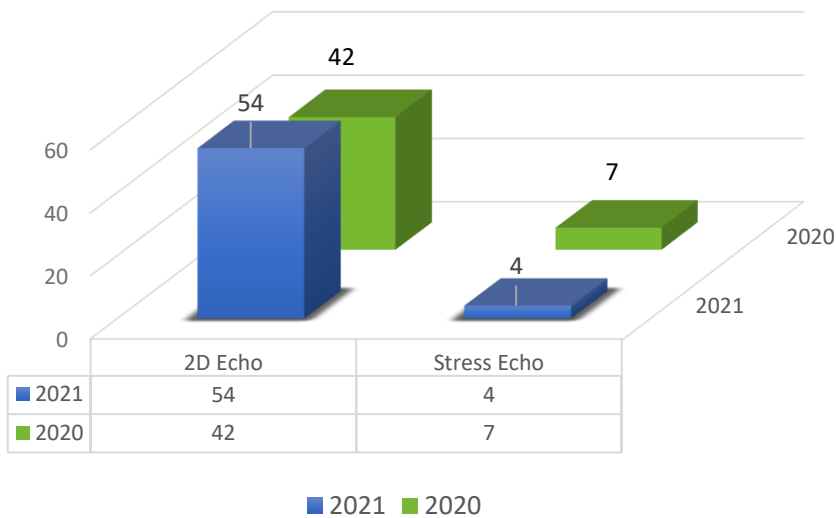
12

Diagnostic Imaging: November

Diagnostic Imaging Stats by Month

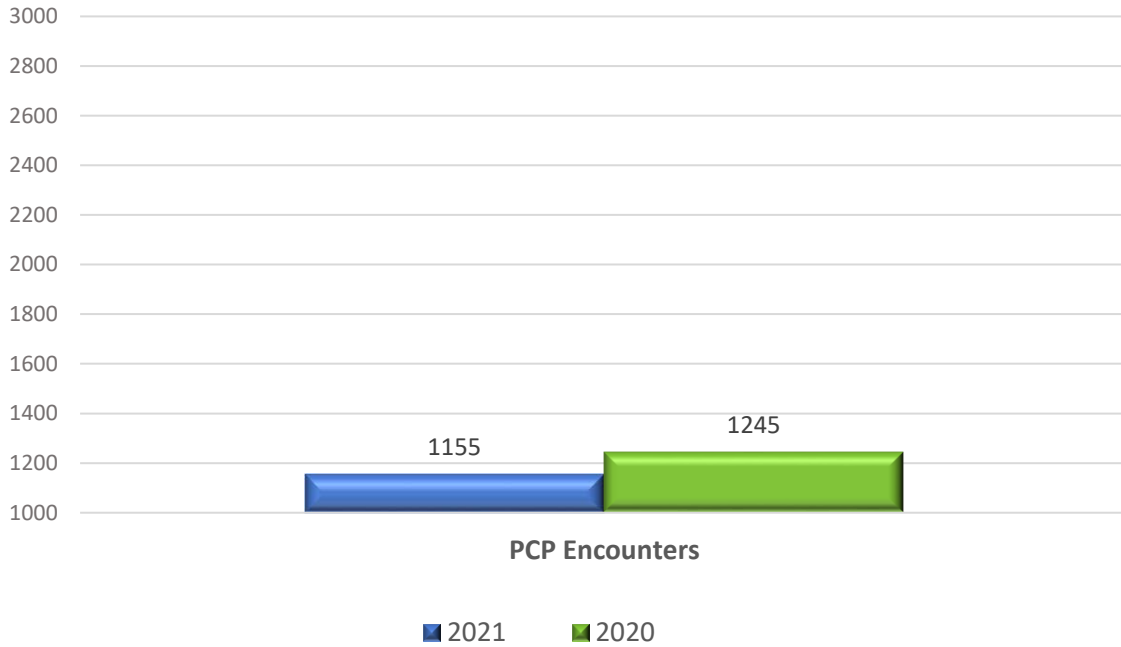


Cardiology 2D Echo & Stress by Month

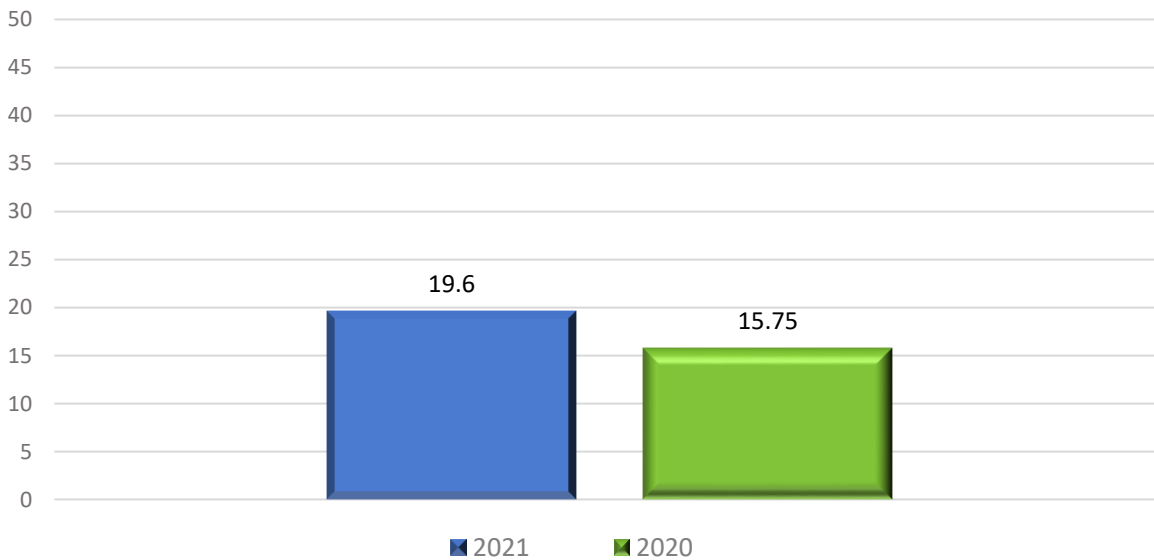


Clinic: November

Rural Health Clinic Encounters by Month



Average Daily Walk-Ins



Surgery

Surgery Cases by Month
2021 compared to 2020

