



NOTICE OF REGULAR BOARD MEETING OF  
THE UPPER SAN JUAN HEALTH SERVICE DISTRICT  
d/b/a PAGOSA SPRINGS MEDICAL CENTER  
Tuesday, July 27, 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 & PERSONS NOT FULLY VACCINATED MUST WEAR A MASK**

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) MILESTONE MOMENT: ACCOUNTING DEPARTMENT

#### 4) REPORTS

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

- b) **Written Reports** (*no oral report unless the Board has questions*)
  - i) [Operations Report](#) COO-CNO, Kathee Douglas
  - ii) [Medical Staff Report](#) Chief of Staff, Dr. Ralph Battels

**5) DECISION AGENDA**

- a) Consideration of [Resolution 2021-13](#) regarding efforts to address the workforce housing crisis in Archuleta County.
- b) Consideration of [Resolution 2021-14](#) regarding the expansion of the orthopedic service line as recommended by the Board's Finance Committee.

**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 07/27/2021
- b) Approval of Minutes for the following meeting(s):
  - i) [Regular Meeting of: 06/22/2021](#)
  - ii) [Special Meeting of: 07/19/2021](#)
- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.

**7) EXECUTIVE SESSION**

There will be an executive session pursuant to C.R.S. Section 24-6-402(4)(b) for conferences with PSMC's attorney for the purpose of receiving legal advice on specific legal questions.

Further, the Board reserves the right to meet in executive session for any other 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**

## MILESTONE MOMENT 3.

TO: Board of Directors

FROM: Administration

DATE: July 27, 2021

RE: Milestone Moment, Accounting Department

The accounting department is comprised of Steve Wagoner, Controller, Nancy Leewitt, Accounting Specialist, Lisa Young, AP Clerk and Becca Myers, Payroll Clerk. This team takes care of getting the financial statements done for Finance Committee and the Board of Directors. They make sure that all of our bills are paid timely and that employees are paid correctly and timely. They also do the financial accounting for the Foundation, as well as, all required state reporting and audit. They all do their jobs well and show a positive attitude when doing so. This last year has been a unique year due to COVID and brought this department much more work to do regarding tracking of funds and projects. They did it with ease, grace and a smile. Along with that, they had to do the audit completely virtual for the second time. This is not the normal format for an audit and requires them to gather much more data to load up to the audit portal. If the auditors had been on site, they would have looked at documents and would not have required all of them to be sent to them. They had the first audit since CFO began employment here that had no deficiencies or recommendations. Upper San Juan Health Service District received the highest level of audit report. We applaud their efforts for a job well done and thank them for all of their strong work.

## Finance Committee & CFO Report for the USJHSD Board Meeting on July 20, 2021

This report provides a summary of the discussions of the Board's Finance Committee that met on July 20, 2021.

### 1) JUNE FINANCIALS

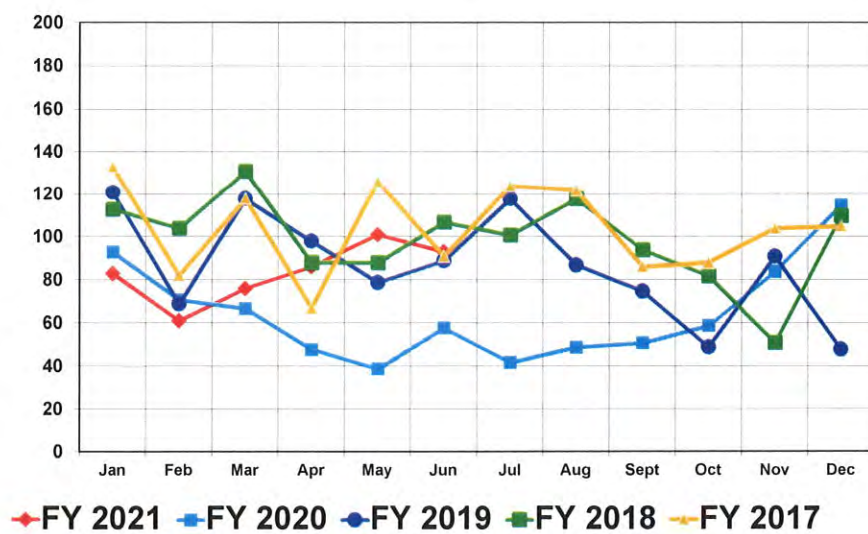
- a) **Bottom line:** The Finance Committee reviewed the PSMC's June financial statements. PSMC is in a strong position for the year as it is, year to date, 862% ahead of budget.
- b) **Income Statement:** The Income Statement highlights PSMC's excellent month for June:
  - i) Gross revenue from patient care was 27% higher than budget (actual gross revenues were \$6,696,095 above budget of \$5,292,682).
  - ii) Net patient revenue (gross revenue less deductions for contractual allowances, charity care, bad debt and the State provider fee) was 30% higher than budget.
  - iii) In June, PSMC received forgiveness for its federal Payroll Protection Loan in the amount of \$3,740,044. The reasons for the forgiveness are noted in Section 2 below.
  - iv) In June, PSMC recognized federal CARES Act stimulus funding associated with expenses to address the pandemic in the amount of \$1,739,389.
  - v) Expenditures in June were almost one million over budget and this is related to pandemic expenditures and the use of CARES Act funds. *As noted in past reports, PSMC's use of federal CARES Act is not dollar for dollar but instead can be used at the Medicare rate of 61% CARES Act funds and 39% PSMC's operational cash.* This means of approximately \$2.9 million in pandemic expenditures, PSMC used approximately \$1.7 million in CARES funds (noted immediately above and on line 28 of the Income Statement) and approximately \$1.1 million is from PSMC's operational account. Among the pandemic expenditures in June were the Board approved retention bonus to all employees and the total cost was \$1,147,757.13.
- c) **Balance Sheet:**
  - i) With respect to refinancing/refunding the 2006 bonds, the proceeds funded into escrow on May 27<sup>th</sup> but the 2006 bonds were not paid until the following month on June 1. Hence, June end-of-month shows a reduction of cash in the amount of \$10,209,728 – \$ 9,035,000 of this reduction is associated with the refinance and pay-off of the 2006 bonds.
  - ii) Restricted funds the Balance Sheet: (1) \$1,755,156 in CARES Stimulus funds not used by 6/30/2021 (which funds PSMC anticipates will be returned to the federal government); and (2) the advance of Medicare payments totaling \$3,838,957 which is currently being offset for sums due to PSMC by Medicare.
  - iii) Excluding the restricted funds noted above, PSMC has 93.78 days of cash on hand as of the end of June 2021.

- 2) **Federal Payroll Protection Plan (PPP) Loan** (this summary is included for the last time this month)
  - a) As part of the April 2020 federal stimulus plan during the “Stay At Home” stage early in the COVID pandemic, the federal Small Business Administration offered PPP loans with the opportunity for loan forgiveness if the business continued to employ and compensate employees despite reduced patient revenues and the State’s suspension of elective surgeries in the first few months of the pandemic. PSMC took the incentive and did not require employee lay-offs nor did it require reductions in pay. PSMC applied for the PPP loan on April 14, 2020 based upon 8 weeks of employee wages and received the PPP loan in the principal amount of \$3,740,044.42. On June 8, 2021, the Small Business Administration notified PSMC that its PPP loan has been forgiven.
  - b) In the coming months, PSMC staff will make recommendations to Finance Committee regarding cash reserves and potential use of funds (for example, one-time expenses or to address issues such as the temporary reduction in the mill levy); thereafter, the Finance Committee may consider recommendations to the Board regarding the same.
- 3) **CARES ACT STIMULUS FUNDING:** The federal government did not extend the deadline for hospitals to use CARES Act stimulus funding beyond June 30, 2021. Additional expenditures of CARES Act stimulus funds prior to the end of June are: retention pay (approved by the Board in June 2021); oxygen concentration equipment (approved by the Board in June 2021); supplies and equipment related to COVID; and reimbursement for certain qualifying COVID compensation paid (e.g., holding vaccine clinics). After these expenditures, PSMC will return any remaining CARES Act stimulus funding to the federal government.
- 4) **MRI MODULAR EXPENSES:** The Finance Committee received an overview of the following: (1) the expenses associated with the modular building for the MRI; (2) the Foundation Board’s authorization of \$150,000 in unrestricted funds for modular building expenses; and (3) PSMC Board’s approval, at the Special Meeting on July 19, 2021, to spend up to \$350,000 for modular expenses summarized on the spreadsheet.
- 5) **ORTHOPEDIC SERVICES.** The Finance Committee received financial analysis related to the prospect of PSMC hiring a part-time (.2 FTE) orthopedic surgeon who (1) would often be able to cover PSMC’s full-time orthopedic surgeon (Dr. Bill Webb) when he is absent/unavailable, and (2) offer hand, upper extremity and trauma services (some of which Dr. Bill Webb does and some would be an expansion of orthopedic services). Having reviewed the financial analysis, the Finance Committee recommends proceeding.
- 6) **FINANCE COMMITTEE MEETING:** The Finance Committee made the following recommendations to the Board of Directors:
  - a. For the Board to accept the June 2021 financials as presented.
  - b. For the Board to approve hiring of an additional part-time orthopedic surgeon and related expansion of orthopedic services.

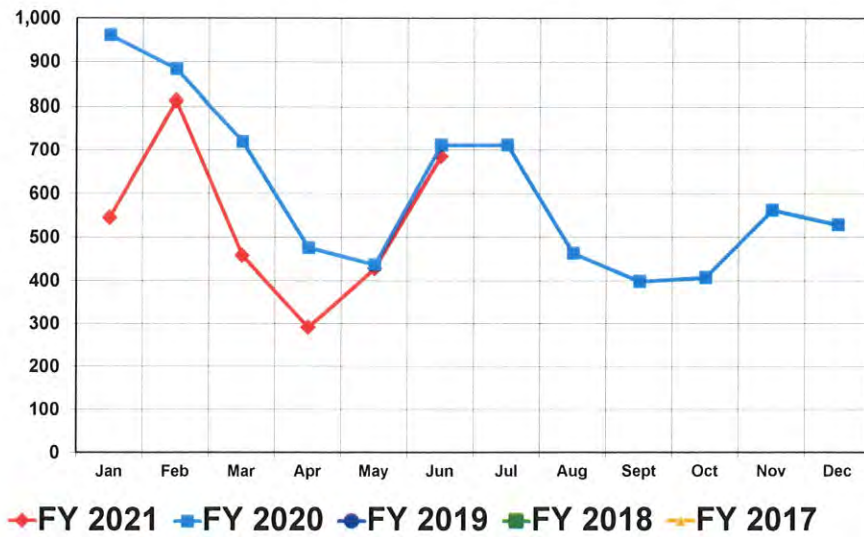


## FINANCIAL PRESENTATION YTD JUNE 2021

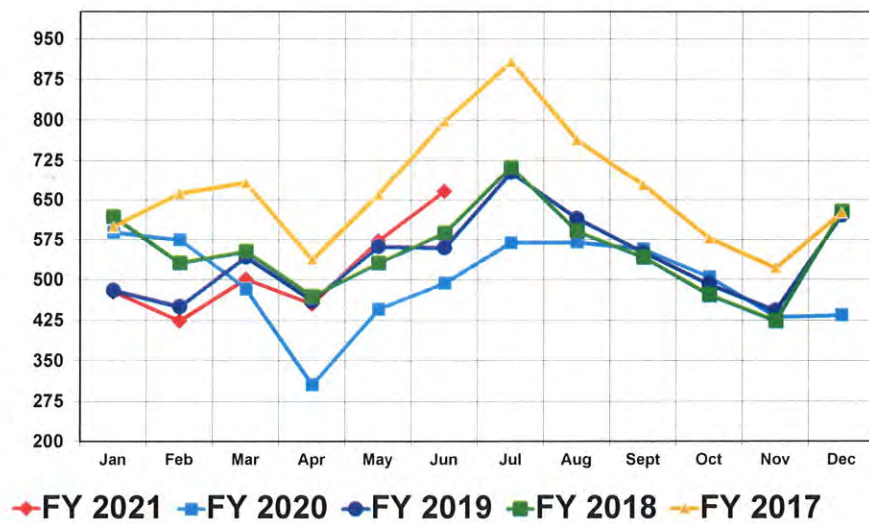
### PATIENT DAYS



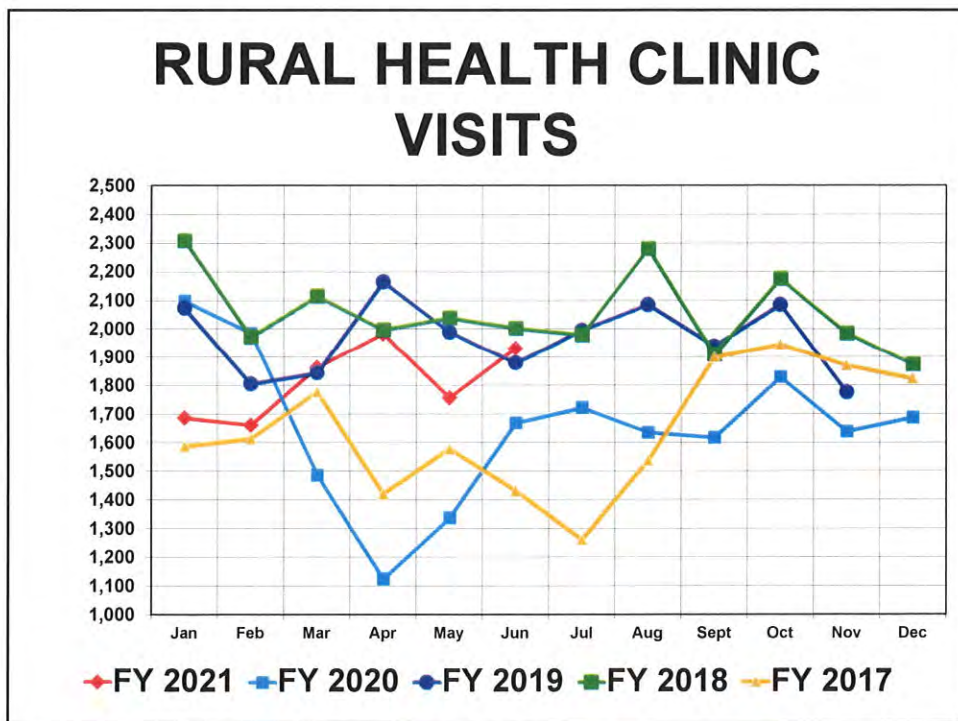
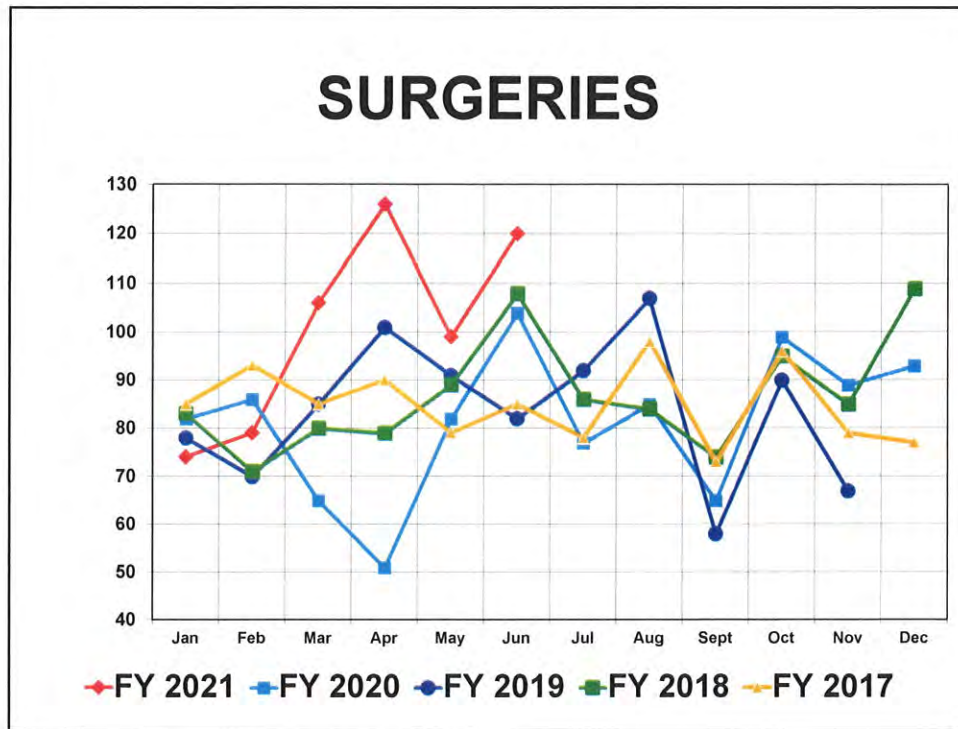
## OBSERVATION HOURS



## ER VISITS

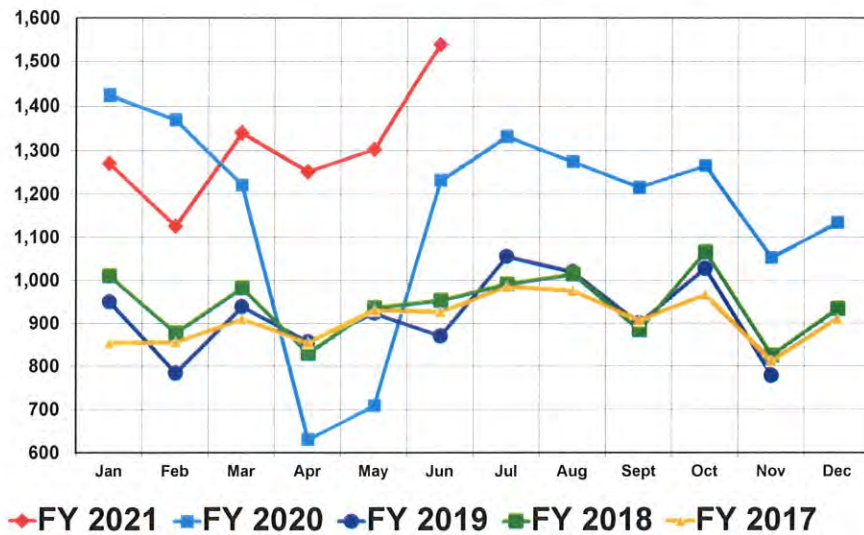








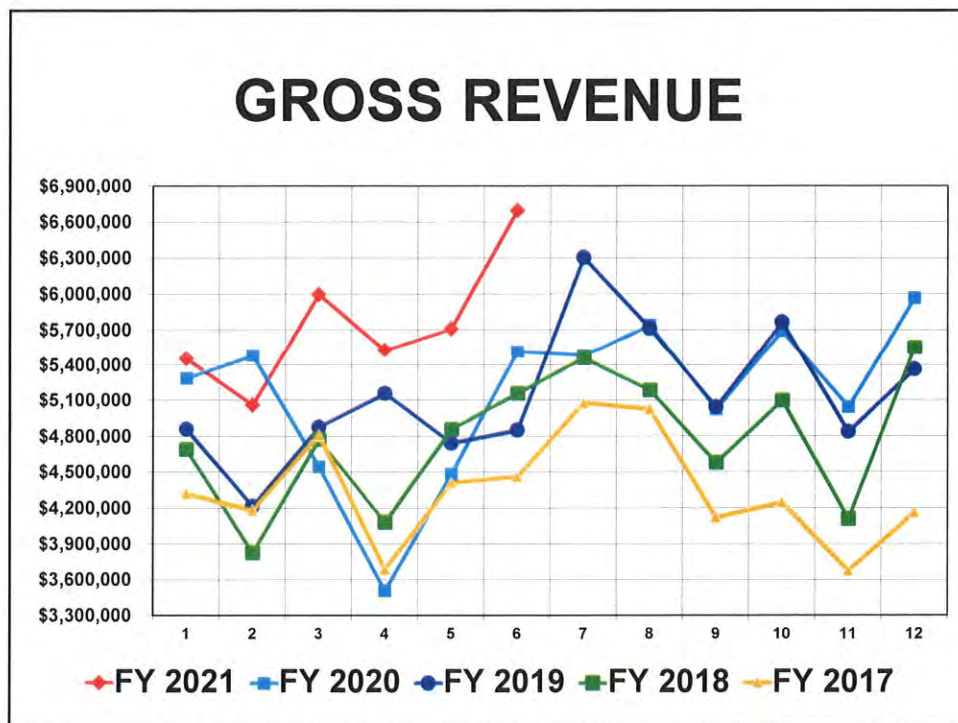
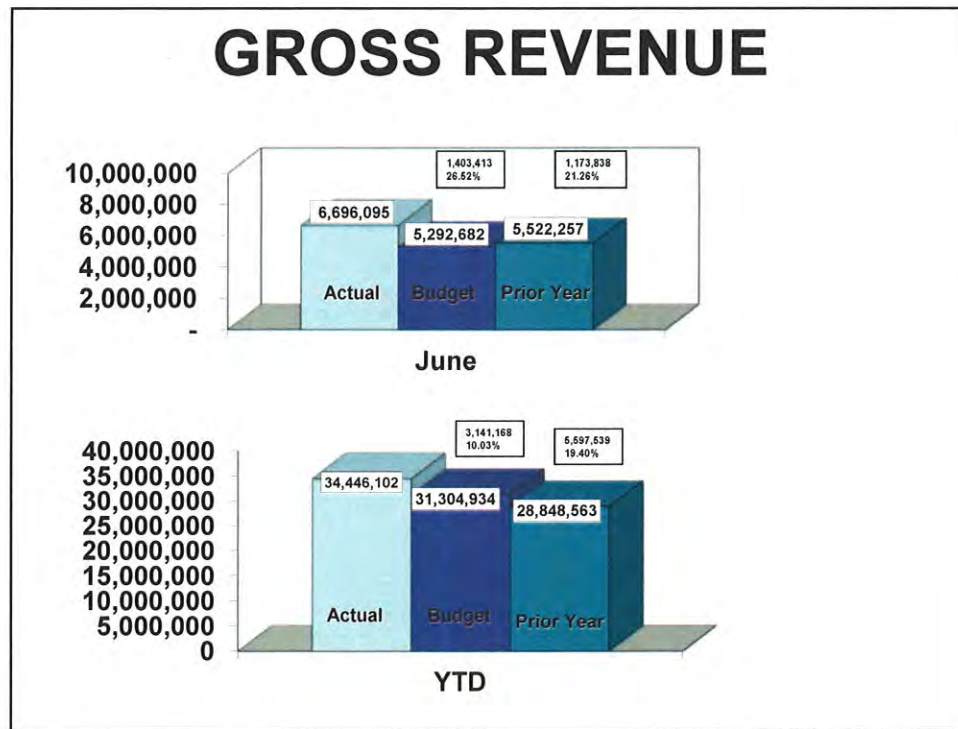
## RADIOLOGY EXAMS



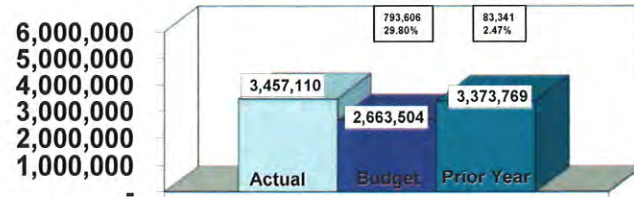
## Summary of Financials

May

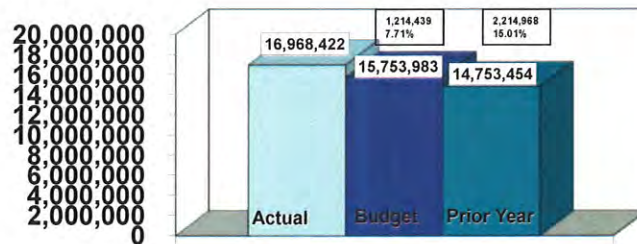
Gross Revenue	\$ 5,710,445
Net Revenue	\$ 2,867,264
Expenses	\$ 3,064,698
Grants, 340B and Tax Revenue	\$ 496,020
Grants and 340B and Stimulus	\$ 152,462
Tax Revenue	\$ 343,558
Net Income	\$ 298,586



## NET PATIENT REVENUE

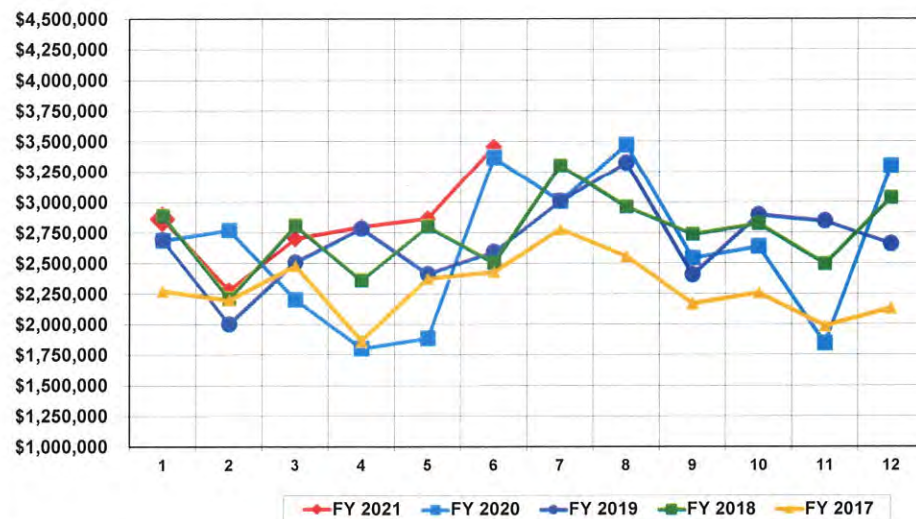


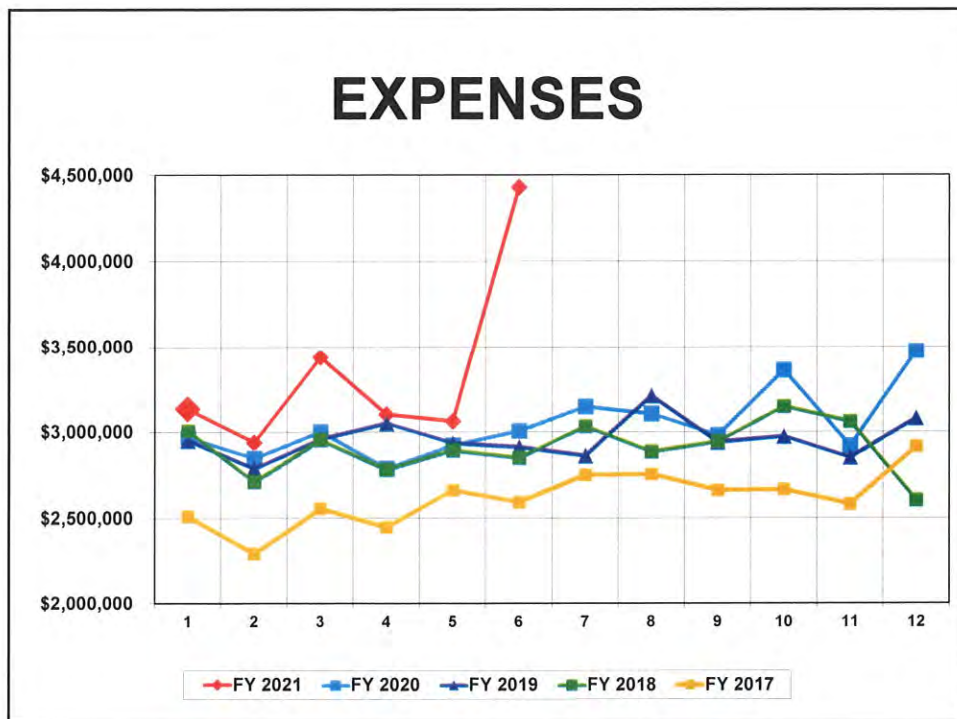
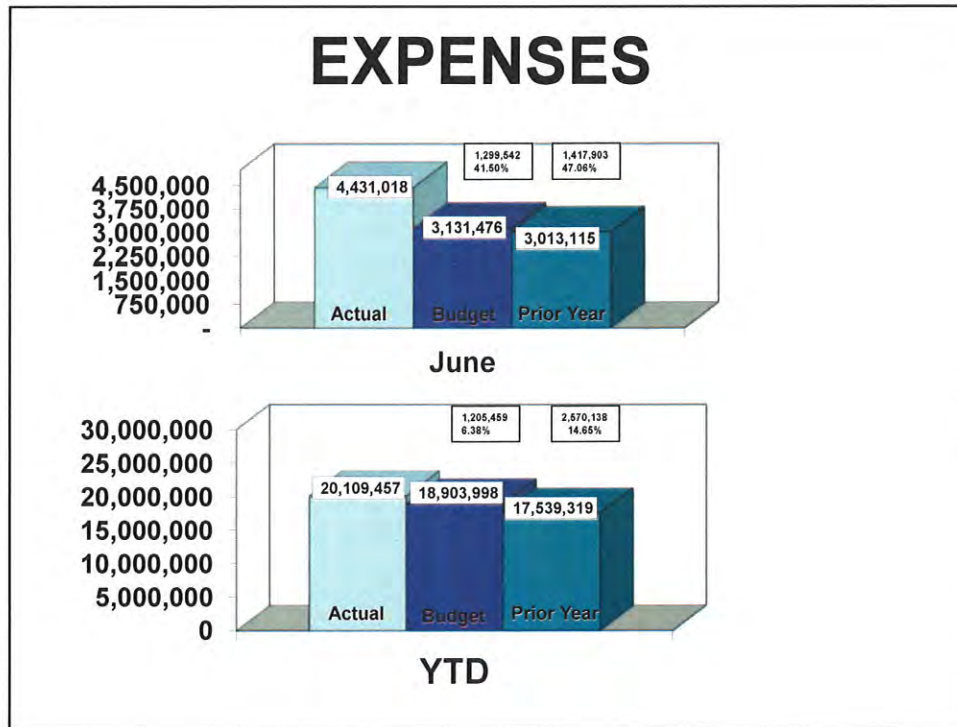
June



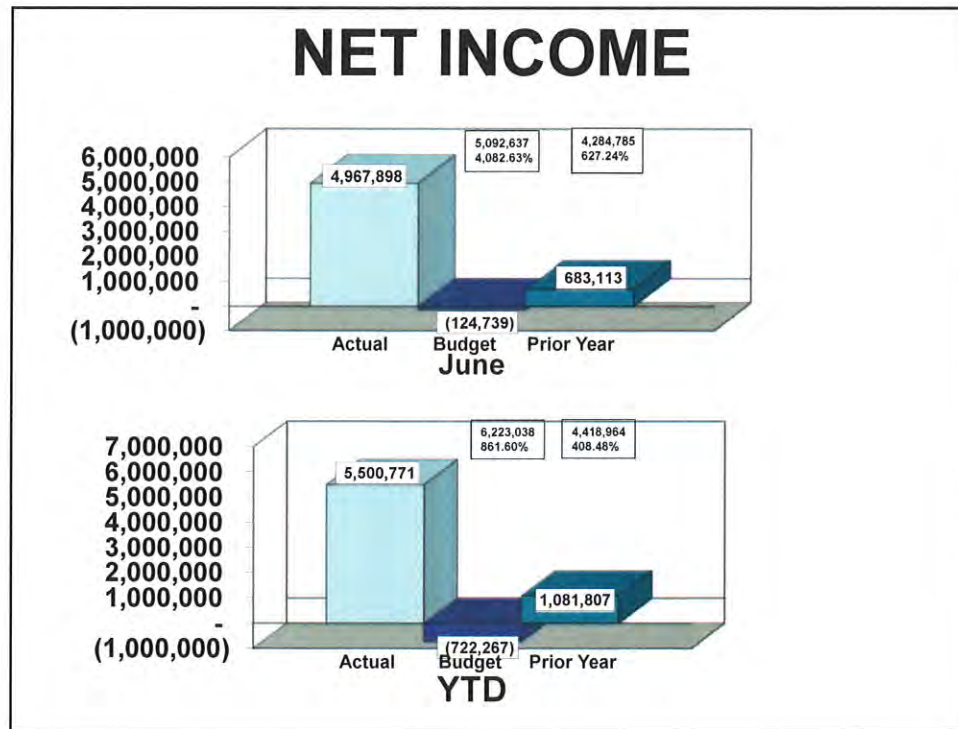
YTD

## NET PATIENT REVENUE





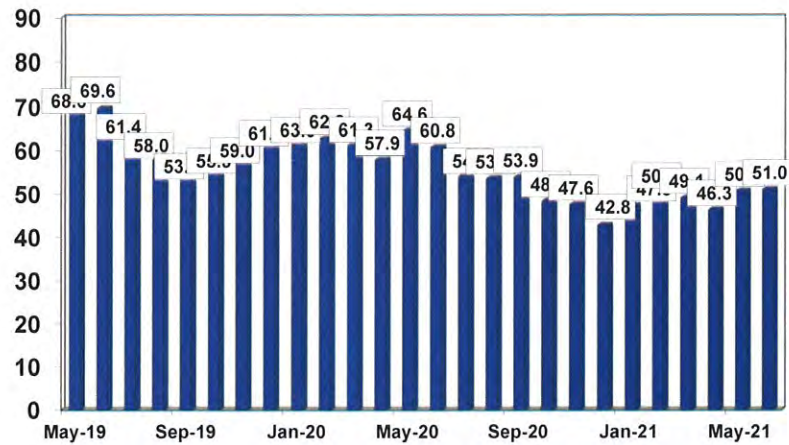




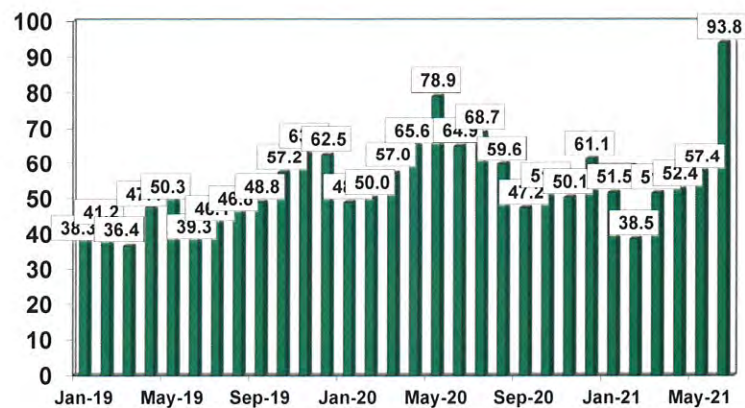
## Summary of Financials

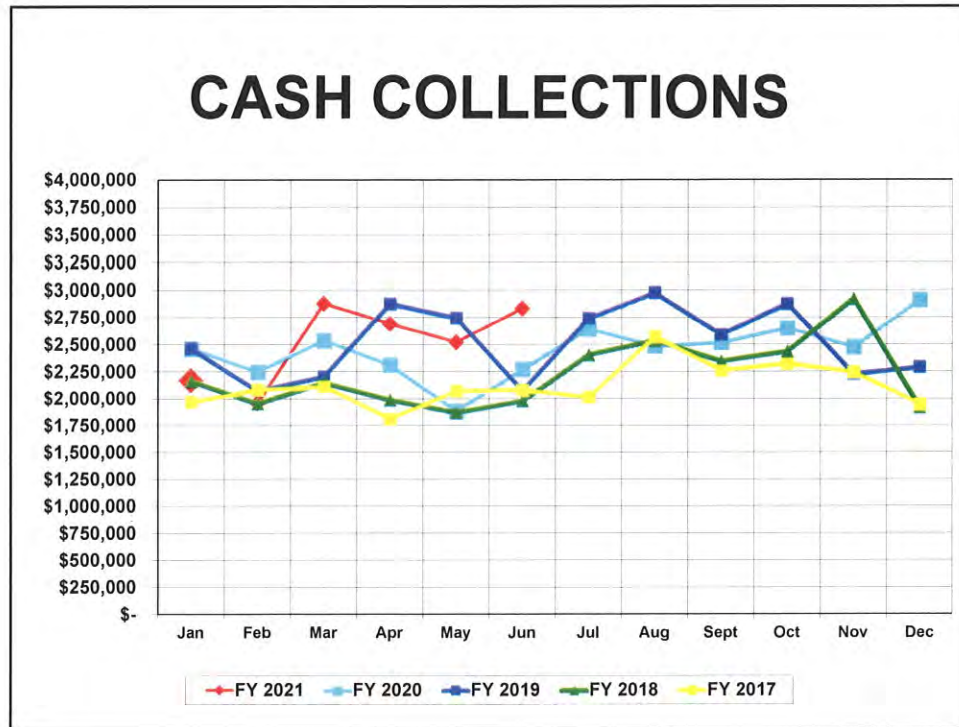
	June
Gross Revenue	\$ 6,696,095
Net Revenue	\$ 3,457,110
Expenses	\$ 4,431,018
Grants, 340B and Tax Revenue	\$ 5,941,806
Grants and 340B and Stimulus	\$ 5,834,076
Tax Revenue	\$ 107,730
Net Income	\$ 4,967,898

## GROSS DAYS IN ACCOUNTS RECEIVABLE



## DAYS CASH ON HAND







<b>Pagosa Springs Medical Center</b>
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<b>Income Statement - - - June 30, 2021</b>
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		Current Month				Year-to-Date			
		2021	Budget	Difference	Variance	2021	Budget	Difference	Variance
<b>Revenue</b>									
7	Total In-patient Revenue	684,990	415,387	269,603	65%	3,022,577	2,456,912	565,665	23%
17	Total Out-patient Revenue	5,461,039	4,466,510	994,529	22%	28,638,042	26,418,329	2,219,713	8%
18	Professional Fees	550,066	410,785	139,281	34%	2,785,483	2,429,693	355,790	15%
19	<b>Total Patient Revenue</b>	<b>6,696,095</b>	<b>5,292,682</b>	<b>1,403,413</b>	<b>27%</b>	<b>34,446,102</b>	<b>31,304,934</b>	<b>3,141,168</b>	<b>10%</b>
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	3,475,253	2,584,151	891,102	34%	17,408,186	15,284,626	2,123,560	14%
22	Charity	47,677	9,355	38,322	410%	444,793	55,333	389,460	704%
23	Bad Debt	(73,938)	205,457	(279,395)	-136%	884,811	1,215,230	(330,419)	-27%
24	Provider Fee & Other	(210,007)	(169,785)	(40,222)	24%	(1,260,110)	(1,004,238)	(255,872)	25%
25	Total Revenue Deductions & Bad Debt	3,238,985	2,629,178	609,807	23%	17,477,680	15,550,951	1,926,729	12%
26	<b>Total Net Patient Revenue</b>	<b>3,457,110</b>	<b>2,663,504</b>	<b>793,606</b>	<b>30%</b>	<b>16,968,422</b>	<b>15,753,983</b>	<b>1,214,439</b>	<b>8%</b>
27	Grants	162,629	26,849	135,780	506%	672,978	189,537	483,441	255%
28	HSS Stimulus Other Revenue	1,739,389	38,750	1,700,639	4389%	2,203,633	273,550	1,930,083	706%
29	COVID PPP Loan Forgiveness	3,740,044	-	3,740,044	0%	3,740,044	-	3,740,044	0%
30	Other Operating Income - Misc	192,014	169,134	22,880	14%	943,287	1,198,721	(255,434)	-21%
31	<b>Total Net Revenues</b>	<b>9,291,186</b>	<b>2,898,237</b>	<b>6,392,949</b>	<b>221%</b>	<b>24,528,364</b>	<b>17,415,791</b>	<b>7,112,573</b>	<b>41%</b>
32	<b>Operating Expenses</b>								
33	Salary & Wages	2,595,677	1,637,628	958,049	59%	10,729,542	9,887,502	842,040	9%
34	Benefits	353,543	288,351	65,192	23%	1,794,787	1,735,471	59,316	3%
35	Professional Fees/Contract Labor	93,039	29,402	63,637	216%	239,706	177,478	62,228	35%
36	Purchased Services	133,341	157,289	(23,948)	-15%	936,994	949,366	(12,372)	-1%
37	Supplies	702,475	509,893	192,582	38%	2,991,625	3,078,672	(87,047)	-3%
38	Rent & Leases	35,865	13,863	22,002	159%	211,626	84,554	127,072	150%
39	Repairs & Maintenance	59,805	55,627	4,178	8%	266,396	293,909	(27,513)	-9%
40	Utilities	30,947	35,473	(4,526)	-13%	212,217	216,533	(4,316)	-2%
41	Insurance	27,049	25,586	1,463	6%	173,133	154,484	18,649	12%
42	Depreciation & Amortization	144,441	160,164	(15,723)	-10%	1,096,829	966,477	130,352	13%
43	Interest	111,857	83,048	28,809	35%	544,452	501,610	42,842	9%
44	Other	142,979	135,152	7,827	6%	912,150	857,942	54,208	6%
45	<b>Total Operating Expenses</b>	<b>4,431,018</b>	<b>3,131,476</b>	<b>1,299,542</b>	<b>41%</b>	<b>20,109,457</b>	<b>18,903,998</b>	<b>1,205,459</b>	<b>6%</b>
46	<b>Operating Revenue Less Expenses</b>	<b>4,860,168</b>	<b>(233,239)</b>	<b>5,093,407</b>	<b>-2184%</b>	<b>4,418,907</b>	<b>(1,488,207)</b>	<b>5,907,114</b>	<b>-397%</b>
47	<b>Non-Operating Income</b>								
48	Tax Revenue	107,730	93,000	14,730	16%	1,081,864	656,520	425,344	65%
49	Donations	-	15,500	(15,500)	-100%	-	109,420	(109,420)	-100%
50	<b>Total Non-Operating Income</b>	<b>107,730</b>	<b>108,500</b>	<b>(770)</b>	<b>-1%</b>	<b>1,081,864</b>	<b>765,940</b>	<b>315,924</b>	<b>41%</b>
51	<b>Total Revenue Less Total Expenses</b>	<b>\$ 4,967,898</b>	<b>\$ (124,739)</b>	<b>\$ 5,092,637</b>	<b>-4083%</b>	<b>\$ 5,500,771</b>	<b>\$ (722,267)</b>	<b>\$ 6,223,038</b>	<b>-862%</b>

<b>Pagosa Springs Medical Center</b>
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<b>Income Statement Comparison - - June 30, 2021</b>
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	2021	Current Month 2020	Difference	Variance	2021	Year-to-Date 2020	Difference	Variance
<b>Revenue</b>								
2								
7 Total In-patient Revenue	684,990	404,789	280,201	69%	3,022,577	2,449,854	572,723	23%
17 Total Out-patient Revenue	5,461,039	4,736,795	724,244	15%	28,638,042	24,135,322	4,502,720	19%
18 Professional Fees	550,066	380,673	169,393	44%	2,785,483	2,263,387	522,096	23%
19 <b>Total Patient Revenue</b>	<b>6,696,095</b>	<b>5,522,257</b>	<b>1,173,838</b>	<b>21%</b>	<b>34,446,102</b>	<b>28,848,563</b>	<b>5,597,539</b>	<b>19%</b>
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,475,253	2,406,152	1,069,101	44%	17,408,186	14,135,839	3,272,347	23%
22 Charity	47,677	14,428	33,249	230%	444,793	(4,237)	449,030	-10598%
23 Bad Debt	(73,938)	(24,881)	(49,057)	197%	884,811	1,445,679	(560,868)	-39%
24 Provider Fee & Other	(210,007)	(247,211)	37,204	-15%	(1,260,110)	(1,482,172)	222,062	-15%
25 <b>Total Revenue Deductions &amp; Bad Debt</b>	<b>3,238,985</b>	<b>2,148,488</b>	<b>1,090,497</b>	<b>51%</b>	<b>17,477,680</b>	<b>14,095,109</b>	<b>3,382,571</b>	<b>24%</b>
26 <b>Total Net Patient Revenue</b>	<b>3,457,110</b>	<b>3,373,769</b>	<b>83,341</b>	<b>2%</b>	<b>16,968,422</b>	<b>14,753,454</b>	<b>2,214,968</b>	<b>15%</b>
27 Grants	162,629	24,451	138,178	565%	672,978	167,151	505,827	303%
28 HSS Stimulus Other Revenue	1,739,389	-	1,739,389		2,203,633	1,290,961	912,672	71%
29 COVID PPP Loan Forgiveness	3,740,044	-	3,740,044		3,740,044	-	3,740,044	
30 Other Operating Income - Misc	192,014	159,257	32,757	21%	943,287	1,104,244	(160,957)	-15%
31 <b>Total Net Revenues</b>	<b>9,291,186</b>	<b>3,557,477</b>	<b>5,733,709</b>	<b>161%</b>	<b>24,528,364</b>	<b>17,315,810</b>	<b>7,212,554</b>	<b>42%</b>
32 <b>Operating Expenses</b>								
33 Salary & Wages	2,595,677	1,529,056	1,066,621	70%	10,729,542	9,251,168	1,478,374	16%
34 Benefits	353,543	326,576	26,967	8%	1,794,787	1,589,509	205,278	13%
35 Professional Fees/Contract Labor	93,039	32,566	60,473	186%	239,706	170,921	68,785	40%
36 Purchased Services	133,341	120,322	13,019	11%	936,994	873,976	63,018	7%
37 Supplies	702,475	488,461	214,014	44%	2,991,625	2,688,366	303,259	11%
38 Rent & Leases	35,865	36,155	(290)	-1%	211,626	222,030	(10,404)	-5%
39 Repairs & Maintenance	59,805	61,352	(1,547)	-3%	266,396	276,540	(10,144)	-4%
40 Utilities	30,947	30,006	941	3%	212,217	187,554	24,663	13%
41 Insurance	27,049	24,563	2,486	10%	173,133	151,002	22,131	15%
42 Depreciation & Amortization	144,441	148,247	(3,806)	-3%	1,096,829	887,523	209,306	24%
43 Interest	111,857	92,413	19,444	21%	544,452	537,286	7,166	1%
44 Other	142,979	123,398	19,581	16%	912,150	703,444	208,706	30%
45 <b>Total Operating Expenses</b>	<b>4,431,018</b>	<b>3,013,115</b>	<b>1,417,903</b>	<b>47%</b>	<b>20,109,457</b>	<b>17,539,319</b>	<b>2,570,138</b>	<b>15%</b>
46 <b>Operating Revenue Less Expenses</b>	<b>4,860,168</b>	<b>544,362</b>	<b>4,315,806</b>	<b>793%</b>	<b>4,418,907</b>	<b>(223,509)</b>	<b>4,642,416</b>	<b>-2077%</b>
47 <b>Non-Operating Income</b>								
48 Tax Revenue	107,730	138,751	(31,021)	-22%	1,081,864	971,168	110,696	11%
49 Donations	-	-	-		-	334,148	(334,148)	-100%
50 <b>Total Non-Operating Income</b>	<b>107,730</b>	<b>138,751</b>	<b>(31,021)</b>	<b>-22%</b>	<b>1,081,864</b>	<b>1,305,316</b>	<b>(223,452)</b>	<b>-17%</b>
51 <b>Total Revenue Less Total Expenses</b>	<b>\$ 4,967,898</b>	<b>\$ 683,113</b>	<b>\$ 4,284,785</b>	<b>627%</b>	<b>\$ 5,500,771</b>	<b>\$ 1,081,807</b>	<b>4,418,964</b>	<b>408%</b>

<b>Pagosa Springs Medical Center</b>
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<b>Balance Sheet - - - June 30, 2021</b>
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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 9,635,325	\$ 4,899,527	Accts Payable - System	\$ 664,113	\$ 478,665
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	646,646	1,014,093
Bond Funds - 2016 Bonds	7	580,571	Cost Report Settlement Res	(1,092,373)	(1,086,868)
Bond Funds - 2021 / 2006	215,219	120,904	Wages & Benefits Payable	2,098,899	1,826,417
Escrow - UMB	-	8,914,414	Deferred Revenue	208,973	316,704
COVID PPP	-	3,740,044	COVID PPP Short Term Loan	-	3,740,044
Relief Fund Cash Restricted	1,755,156	3,394,545	Relief Fund Liability	1,755,156	3,394,545
Medicare Accelerated Pmt	3,838,957	4,004,387	Medicare Accelerated Pmt Liab	3,838,957	4,004,387
Total Cash	16,323,395	26,533,123	Current Portion of LT Debt-Lease	146,405	160,548
			Current Portion of LT Debt-2006	-	335,000
Accounts Receivable			Current Portion of LT Debt-2016	340,000	330,000
Patient Revenue - Net	4,279,409	3,877,097	Total Current Liabilities	8,606,776	14,513,535
Other Receivables	493,870	602,422			
Total Accounts Receivable	4,773,279	4,479,519	Long-Term Liabilities		
			Leases Payable	-	-
Inventory	1,630,243	1,651,888	Equipment Lease (Wells Fargo)	-	-
			Bond Premium (Net) - 2006 Def Outflows	212,423	213,535
Total Current Assets	22,726,917	32,664,530	Bond Premium (Net) - 2016	126,596	127,020
			Bond Premium (Net) - 2021	786,294	790,266
Fixed Assets			Bonds Payable - 2021	7,885,000	7,885,000
Property Plant & Equip (Net)	6,651,630	6,801,580	Bonds Payable - 2006	-	8,370,000
Electronic Health Record (Net)	-	-	Bonds Payable - 2016	9,250,000	9,590,000
Clinic Expansion	13,377,405	13,377,405	Total Long-Term Liabilities	18,260,313	26,975,821
Work In Progress	2,092,623	1,658,137			
Land	101,000	101,000	Net Assets		
Total Fixed Assets	22,222,658	21,938,122	Un-Restricted	13,057,906	13,057,906
			Current Year Net Income/Loss	5,500,771	532,873
Other Assets			Total Un-Restricted	18,558,677	13,590,779
Prepays & Other Assets	476,191	477,483	Restricted		
Total Other Assets	476,191	477,483	Total Net Assets	18,558,677	13,590,779
Total Assets	\$ 45,425,766	\$ 55,080,135	Total Liabilities & Net Assets	\$ 45,425,766	\$ 55,080,135

Pagosa Springs Medical Center

Monthly Trends

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Activity	Jun-20 30	Jul-20 31	Aug-20 31	Sep-20 30	Oct-20 31	Nov-20 30	Dec-20 31	Jan-21 31	Feb-21 28	Mar-21 31	Apr-21 30	May-21 31	Jun-21 30	YTD Total
2 In-Patient Admissions	21	15	20	21	18	34	42	34	22	27	33	41	33	181
3 In-Patient Days	58	42	49	51	56	84	115	83	61	76	86	101	93	500
4 Avg Stay Days (In-patients)	2.8	2.8	2.5	2.4	3.1	2.5	2.7	2.4	2.8	2.8	2.6	2.5	2.8	2.6
5 Swing Bed Admissions	0	0	0	0	1	0	0	0	0	0	0	0	0	-
6 Swing Bed Days	0	0	0	0	3	0	0	0	0	0	0	0	0	-
7 Avg Length of Stay (Swing)	0.0	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8 Average Daily Census	1.9	1.4	1.6	1.7	1.9	2.8	3.7	2.7	2.2	2.5	2.9	3.3	3.1	2.8
Statistics														
9 E/R visits	495	571	572	559	506	433	436	478	424	501	455	573	666	3,097
10 Observ Hours	713	713	464	400	409	564	530	545	781	458	291	428	685	3,188
11 Lab Tests	5,761	5,687	5,455	5,286	5,598	5,256	5,166	5,824	4,831	5,810	5,583	6,045	6,032	34,125
12 Radiology/CT/MRI Exams	1,234	1,335	1,277	1,218	1,268	1,055	1,136	1,271	1,126	1,341	1,252	1,304	1,539	7,833
14 OR Cases	104	77	85	65	99	89	93	74	79	106	126	99	120	604
15 Clinic Visits	1,671	1,725	1,638	1,620	1,832	1,641	1,690	1,686	1,661	1,863	1,983	1,756	1,931	10,880
16 Spec. Clinic Visits	186	218	178	198	144	162	150	136	97	79	109	101	113	635
17 Oncology Clinic Visits	130	112	143	140	138	111	112	92	93	129	127	116	127	684
18 Oncology/Infusion Patients	179	116	132	170	133	138	108	110	91	175	150	158	159	843
19 Infusion Patients	56	37	37	39	36	45	42	20	52	78	51	75	96	372
20 EMS Transports	100	128	122	124	123	78	116	114	90	108	83	112	137	644
21 Total Stats	10,629	10,719	10,103	9,819	10,286	9,572	9,579	10,350	9,325	10,648	10,210	10,767	11,605	62,905

<b>Pagosa Springs Medical Center    - - -    Statistical Review</b>
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Statistical Review										Page 5
2021	June			June			June 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
<b>In-Patient</b>										
Admissions:										
Acute	33	31	2	190	189	1	190	152	38	25%
Swing Bed	-	-	-	-	2	(2)	-	-	-	
Total	33	31	2	190	191	(1)	190	152	38	25%
Patient Days:										
Acute	93	62	31	500	382	118	500	376	124	33%
Swing Bed	-	2	(2)	-	13	(13)	-	-	-	
Total	93	64	29	500	395	105	500	376	124	33%
Average Daily Census:										
# Of Days	30	30		181	181		181	182		
Acute	3.1	2.1	1.0	2.8	2.1	0.7	2.8	2.1	0.7	34%
Swing Bed	-	0.1	(0.1)	-	0.1	(0.1)	-	-	-	
Total	3.1	2.1	1.0	2.8	2.2	0.6	2.8	2.1	0.7	34%
Length of Stay:										
Acute	2.8	2.0	0.8	2.6	2.0	0.6	2.6	2.5	0.2	6%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.8	2.1	0.8	2.6	2.1	0.6	2.6	2.5	0.2	6%
<b>Out-Patient</b>										
Out-Patient Visits										
E/R Visits	666	514	152	3,097	2,847	250	3,097	2,899	198	7%
Observ admissions	35	62	(27)	166	383	(217)	166	165	1	1%
Lab Tests	6,032	5,179	853	34,125	29,021	5,104	34,125	28,245	5,880	21%
Radiology/CT/MRI Exams/M	1,539	1,241	298	7,833	6,940	893	7,833	6,596	1,237	19%
OR Cases	120	92	28	604	547	57	604	470	134	29%
Clinic Visits	1,931	2,271	(340)	10,880	12,584	(1,704)	10,880	9,712	1,168	12%
Spec. Clinic Visits	113	214	(101)	635	1,187	(552)	635	1,093	(458)	-42%
Oncology Clinic Visits	127	128	(1)	684	719	(35)	684	648	36	6%
Oncology/Infusion Patients	159	145	14	843	812	31	843	835	8	1%
Infusion Patients	96	103	(7)	372	575	(203)	372	459	(87)	-19%
EMS Transports	137	116	21	644	642	2	644	644	-	0%
Total	10,955	10,065	890	59,883	56,257	3,626	59,883	51,766	8,117	16%



Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of June 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
2	Medicare	\$ 2,019,150	\$ 140,920	\$ 41,961	\$ 6,785	\$ 13,493	\$ 23,811	\$ 54,151	\$ 2,300,271	25%	
3	Medicaid	670,852	89,637	23,633	71,068	22,822	8,760	141,188	1,027,960	11%	
4	Third Party	1,547,666	489,820	243,166	162,644	292,391	135,147	664,368	3,535,202	39%	
5	Self-Pay	212,557	270,980	183,559	230,415	257,724	219,140	798,607	2,172,982	24%	
	<b>Current Month Total</b>	<b>\$ 4,450,225</b>	<b>\$ 991,357</b>	<b>\$ 492,319</b>	<b>\$ 470,912</b>	<b>\$ 586,430</b>	<b>\$ 386,858</b>	<b>\$ 1,658,314</b>	<b>\$ 9,036,415</b>	<b>100%</b>	<b>248,707</b>
	<b>Pct of Total</b>	<b>49%</b>	<b>11%</b>	<b>5%</b>	<b>5%</b>	<b>6%</b>	<b>4%</b>	<b>18%</b>	<b>100%</b>		
	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	\$ 2,011,419	\$ 9,529,381		12,049
	Pct of Total	43%	16%	10%	5%	3%	2%	21%	100%		
	Aug-20	\$ 4,580,691	\$ 1,479,490	\$ 696,558	\$ 385,697	\$ 263,988	\$ 343,485	\$ 1,968,118	\$ 9,718,024		10,708
	Pct of Total	47%	15%	7%	4%	3%	4%	20%	100%		
	Jul-20	\$ 4,091,546	\$ 1,347,610	\$ 584,795	\$ 419,659	\$ 379,105	\$ 545,723	\$ 1,749,020	\$ 9,117,458		18,450
	Pct of Total	45%	15%	6%	5%	4%	6%	19%	100%		
	Jun-20	\$ 4,450,225	\$ 991,357	\$ 492,319	\$ 470,912	\$ 586,430	\$ 386,858	\$ 1,658,314	\$ 9,036,415		534,932
	Pct of Total	49%	11%	5%	5%	6%	4%	18%	100%		
12	<b>Pct Settled (Current)</b>		78.3%	59.7%	47.7%	-4.8%	25.1%	-389.8%			
13	<b>Pct Settled (May from Apr)</b>		71.7%	32.4%	21.5%	19.9%	18.9%	-733.6%			
14	<b>Pct Settled (Apr from Mar)</b>		70.6%	44.5%	27.8%	32.0%	42.3%	-470.2%			
15	<b>Pct Settled (Mar from Feb)</b>		72.3%	50.6%	22.8%	12.6%	19.4%	-511.8%			
16	<b>Pct Settled (Feb from Jan)</b>		61.2%	39.9%	32.8%	32.9%	36.1%	-289.0%			

<b>Pagosa Springs Medical Center</b>
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<b>Pagosa Springs Medical Center - - - Net Days in A/R 2021</b>
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	31	28	31	30	31	30
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
2 <b>Net Accounts Receivable</b>	\$ 4,787,978	\$ 4,025,591	\$ 3,956,034	\$ 3,777,753	\$ 3,877,097	\$ 4,279,409
3 <b>Net Patient Revenue</b>	\$ 2,863,140	\$ 2,280,206	\$ 2,700,773	\$ 2,799,928	\$ 2,867,264	\$ 3,457,110
4 <b>Net Patient Rev/Day (2 month Avg)</b>	\$ 103,376	\$ 86,898	\$ 84,279	\$ 90,226	\$ 92,912	\$ 103,865
5 <b>Net Days in A/R</b>	<b>46</b>	<b>46</b>	<b>47</b>	<b>42</b>	<b>42</b>	<b>41</b>

	31	31	30	31	30	31
	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
7 <b>Net Accounts Receivable</b>	\$ 5,484,741	\$ 6,438,094	\$ 5,203,983	\$ 3,458,434	\$ 2,872,894	\$ 3,420,335
8 <b>Net Patient Revenue</b>	\$ 3,012,802	\$ 3,476,773	\$ 2,549,655	\$ 2,643,191	\$ 1,850,637	\$ 3,546,181
9 <b>Net Patient Rev/Day (2 month Avg)</b>	\$ 104,823	\$ 104,671	\$ 97,200	\$ 83,756	\$ 73,476	\$ 88,040
10 <b>Net Days in A/R</b>	<b>52</b>	<b>62</b>	<b>54</b>	<b>41</b>	<b>39</b>	<b>39</b>

<b>Pagosa Springs Medical Center - - - Gross Days Target</b>
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12      Medicare	33%	21	\$ 103,678	\$ 718,490
13      Medicaid	7%	35	\$ 103,678	\$ 254,012
14      Blue Cross	15%	48	\$ 103,678	\$ 746,483
15      Commercial	26%	65	\$ 103,678	\$ 1,752,163
16      Self Pay	19%	150	\$ 103,678	\$ 2,954,830
17      Total:	100%			\$ 6,425,979
18				\$ 103,678
19 <b>Gross Days in A/R Target</b>				<b>62</b>



**Pagosa Springs Medical Center**  
**Revenue by Financial Class**  
**June 30, 2021**

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	69,182.15	188,013.26	257,195.41	3.84%
Blue Cross	182,843.41	841,946.88	1,024,790.29	15.30%
Champus	22,387.30	70,786.82	93,174.12	1.39%
Commercial Insurance	-	635,867.04	635,867.04	9.50%
Medicaid	61,112.56	948,178.47	1,009,291.03	15.07%
Medicare	306,118.50	2,137,341.99	2,443,460.49	36.49%
Medicare HMO	47,547.35	593,507.94	641,055.29	9.57%
Self Pay	19,778.80	228,814.90	248,593.70	3.71%
Self Pay - Client Billing	-	25,170.73	25,170.73	0.38%
Veterans Administration	68,972.00	188,474.48	257,446.48	3.84%
Workers Compensation	-	60,050.30	60,050.30	0.90%
<b>Total</b>	<b>777,942.07</b>	<b>5,918,152.81</b>	<b>6,696,094.88</b>	<b>100.00%</b>

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	489,117.08	558,299.23	1.62%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	516,460.18	3,867,381.33	4,383,841.51	12.73%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	43,598.56	306,662.48	350,261.04	1.02%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	314,352.36	3,763,172.65	4,077,525.01	11.84%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	503,261.93	5,599,070.12	6,102,332.05	17.72%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	1,199,553.00	11,115,825.92	12,315,378.92	35.75%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	580,733.18	2,946,307.34	3,527,040.52	10.24%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	93,492.05	1,319,384.81	1,412,876.86	4.10%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	120,155.71	120,155.71	0.35%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	202,912.15	998,563.42	1,201,475.57	3.49%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	396,915.24	396,915.24	1.15%	0.92%	1.52%	1.22%	1.17%	1.37%
<b>Total</b>	<b>3,523,545.56</b>	<b>30,922,556.10</b>	<b>34,446,101.66</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>99.97%</b>
Blank									0.00%
HMO (Health Maint Org)									0.03%
<b>Total</b>					<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**Pagosa Springs Medical Center**  
**Financial Forecast**  
**Statement of Cash Flows**

	<b>June 2021</b>
<b>Cash Flows from operating activities</b>	
Change in net assets	4,967,898
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	144,441
Patient accounts receivable	(402,311)
Accounts payable and wages payable	457,930
Accrued liabilities	(367,447)
Pre-paid assets	1,292
Deferred revenues	(107,731)
Other receivables	108,552
Reserve for third party settlement	(5,505)
Inventory	21,645
Net Cash Provided by (used in) operating activities	4,818,764
<b>Cash Flows from investing activities</b>	
Purchase of property and equipment	
Work in progress	(434,486)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(434,486)
<b>Cash Flows from financing activities</b>	
Principal payments on long-term debt	(9,035,000)
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	(3,740,044)
Recognize Amounts from Relief Fund	(1,639,389)
Payments/Proceeds from Medicare Accelerated Payment	(165,430)
Change in Prior Year Net Assets	-
Change in leases payable	(14,143)
Net Cash Provided by (used in) financing activities	(14,594,006)
<b>Net Increase(Decrease) in Cash</b>	<b>(10,209,728)</b>
<b>Cash Beginning of Month</b>	<b>26,533,123</b>
<b>Cash End of Month</b>	<b>16,323,395</b>

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						
Aug-21						
Sep-21						
Oct-21						
Nov-21						
Dec-21						
	\$16,987,946.00	\$15,084,886.55	(\$1,903,059.45)	88.80%	\$ (50,864.39)	\$15,034,022.16

**Pagosa Springs Medical Center**  
**Cash Forecast as of end of May 2021**  
**Forecast Months Based on Budget and Actual**

**ORAL REPORTS 4.a.vii.**

Prepared 5/17/2021  
Cash balance 6,475,948  
at 12/31/20

	(1) Patient Collections	(2) Tax Revenues	(3) Provider Fees	(4) Grants & Donations	(5) Other	(6) Clinic Expan. New Debt/ Leases	Total Collections	(7) Operating Expenses	(8) Capital	(9) Medicare/ Medicaid Repayment	(10) Bond & Lease Interest & Principal Payments	(11) Other	Total Cash Spending	Balance
January 2021 (Actual)	2,180,274	11,507	210,007	151,255	142,352	-	2,695,395	3,133,426	389,294		14,066	(351,363)	3,185,423	5,985,920
February 2021 (Actual)	1,959,068	59,617	210,007	8,500	131,075	-	2,368,267	2,996,170	6,469	1,049,793	14,044	219,884	4,286,360	4,067,827
March 2021 (Actual)	2,879,133	415,612	210,007	344,101	260,197	-	4,109,050	3,436,848	10,078		14,000	(457,468)	3,003,458	5,173,420
April 2021 (Actual)	2,691,896	143,838	210,074	195	535,733	-	3,581,736	3,103,605	-		14,000	(76,942)	3,040,663	5,714,493
May 2021 (Actual)	2,523,181	343,558	210,007	6,300	146,462	-	3,229,508	3,064,698			205,000	73,301	3,342,999	5,601,002
June 2021 (Actual)	2,833,079	107,730	210,007	162,629	5,671,447	-	8,984,892	4,431,018	-	-	14,000	290,325	4,735,343	9,850,551
July 2021 (Budget)	3,239,296	116,040	220,548	52,841	5,553	-	3,634,278	3,076,205			14,000	(300,000)	2,790,205	10,694,624
August 2021 (Budget)	2,937,892	79,320	200,027	36,120	2,379	-	3,255,738	3,425,924	50,000		14,000	(300,000)	3,189,924	10,760,438
September 2021 (Budget)	2,592,072	187,440	176,481	85,354	11,727	-	3,053,074	3,156,340			14,000	(300,000)	2,870,340	10,943,172
October 2021 (Budget)	2,963,274	39,000	201,755	17,759	(1,107)	-	3,220,681	3,186,689	50,000		14,000	(300,000)	2,950,689	11,213,164
November 2021 (Budget)	2,487,374	63,600	169,353	28,961	1,020	-	2,750,308	3,067,075	40,934		14,000	(300,000)	2,822,009	11,141,462
December 2021 (Budget)	2,757,050	58,080	187,714	26,448	542	-	3,029,834	3,282,569	40,000		14,000	(300,000)	3,036,569	11,134,727
Totals	32,043,588	1,625,342	2,415,987	920,463	6,907,380	-	43,912,760	39,360,567 981,635	586,775	1,049,793	359,110	(2,102,264)	39,253,981	11,134,727
Bond Requirements (60 days cash)														at 12/31/21 6,302,529

**Notes:**

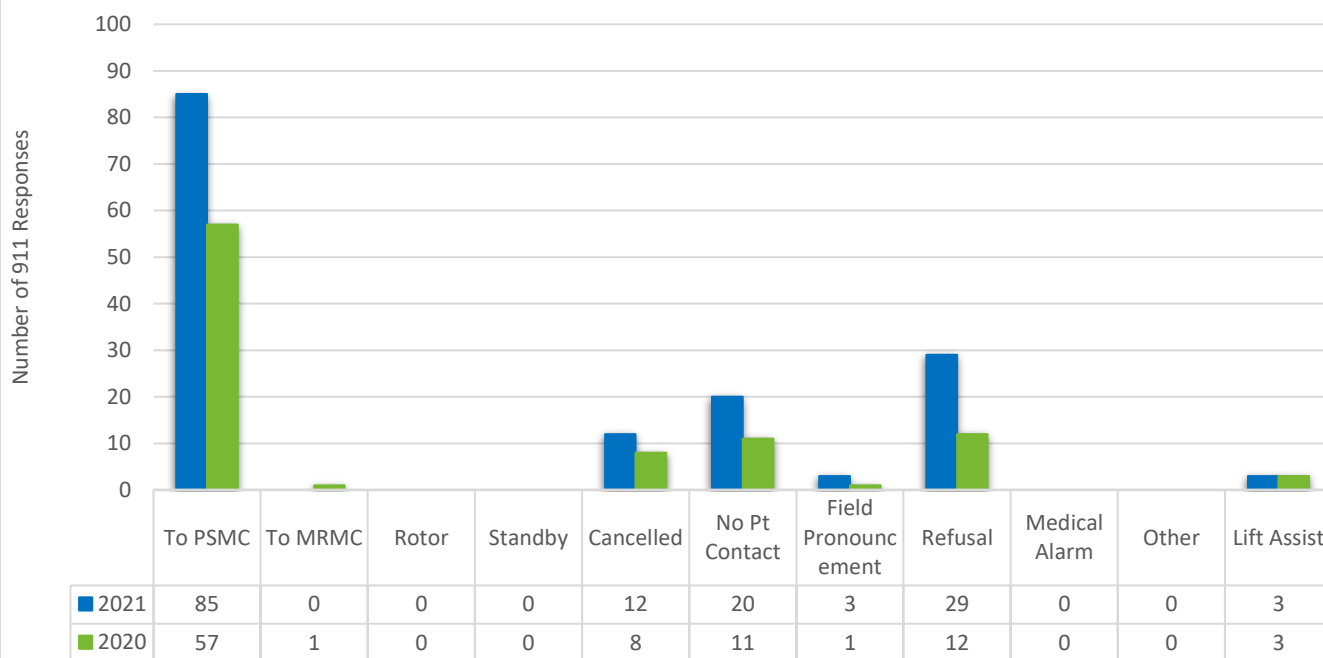
- (1) Forecast based on projected revenue.
- (2) Forecast is based on the actual percentages from prior year.
- (3) Based on current payment from Colorado Health and Hospitals.
- (4) Forecast is based on budget adjusted by YTD actual.
- (5) Forecast is based on budget adjusted by YTD actual.
- (6) Forecast new leases and equipment for capital purchases.
- (7) Forecast is based on budget excluding depreciation.
- (8) Assumes forecast capital expenditures of 280,934.46.
- (9) Medicare Cost Report Settlement for 2019 and 2020 and Medicaid for 2018.  
Most of the estimated settlement dates are placeholders only, Medicare and Medicaid operate on their own schedules.
- (10) Forecast based on bond principal and interest payments.
- (11) Other balance sheet changes i.e., changes in accounts payable, receivables etc.



# Operations Report for June 2021

## EMS: June

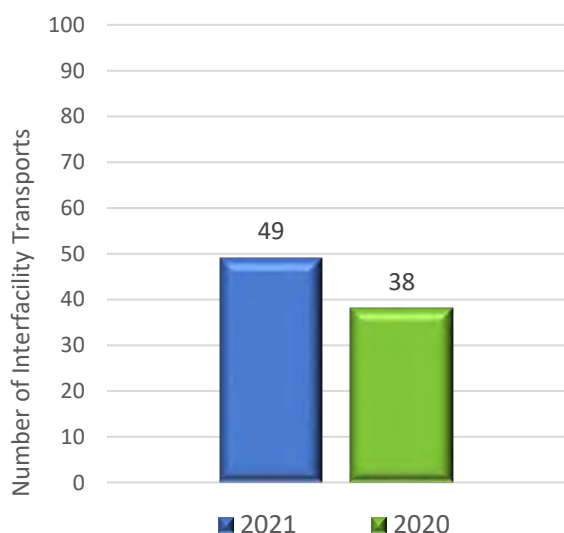
### EMS 911 Response



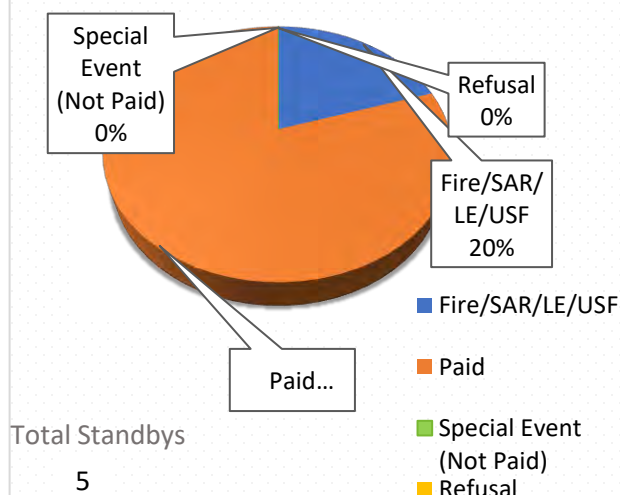
Total 911 Responses for 2020 : 152

2021 2020

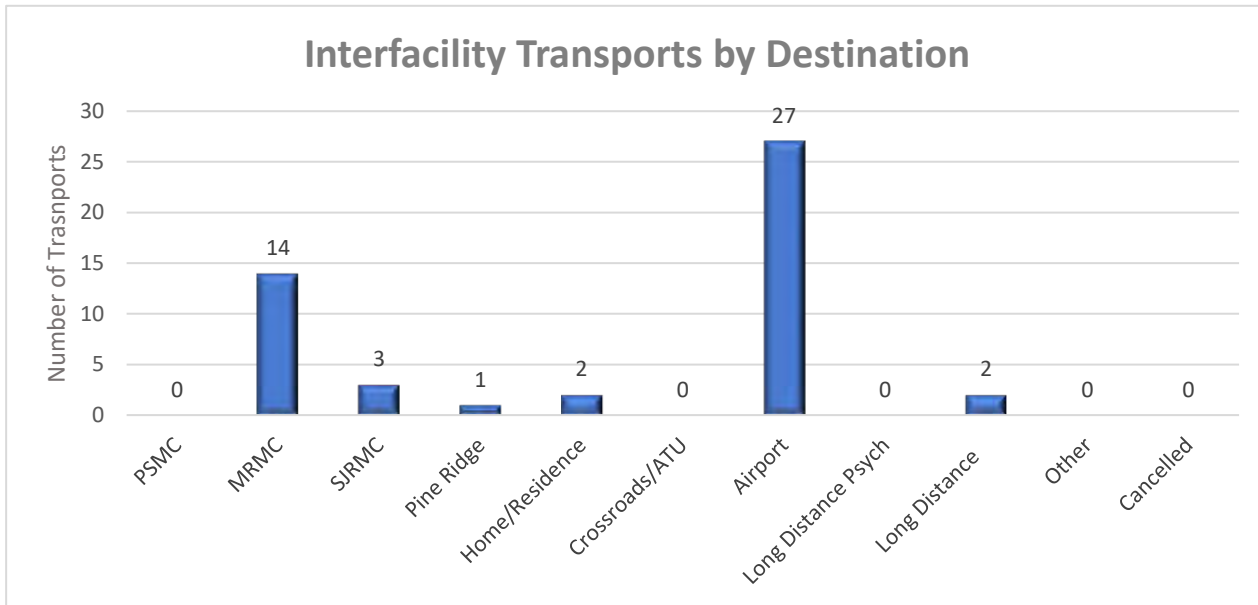
### Total Interfacility Transports



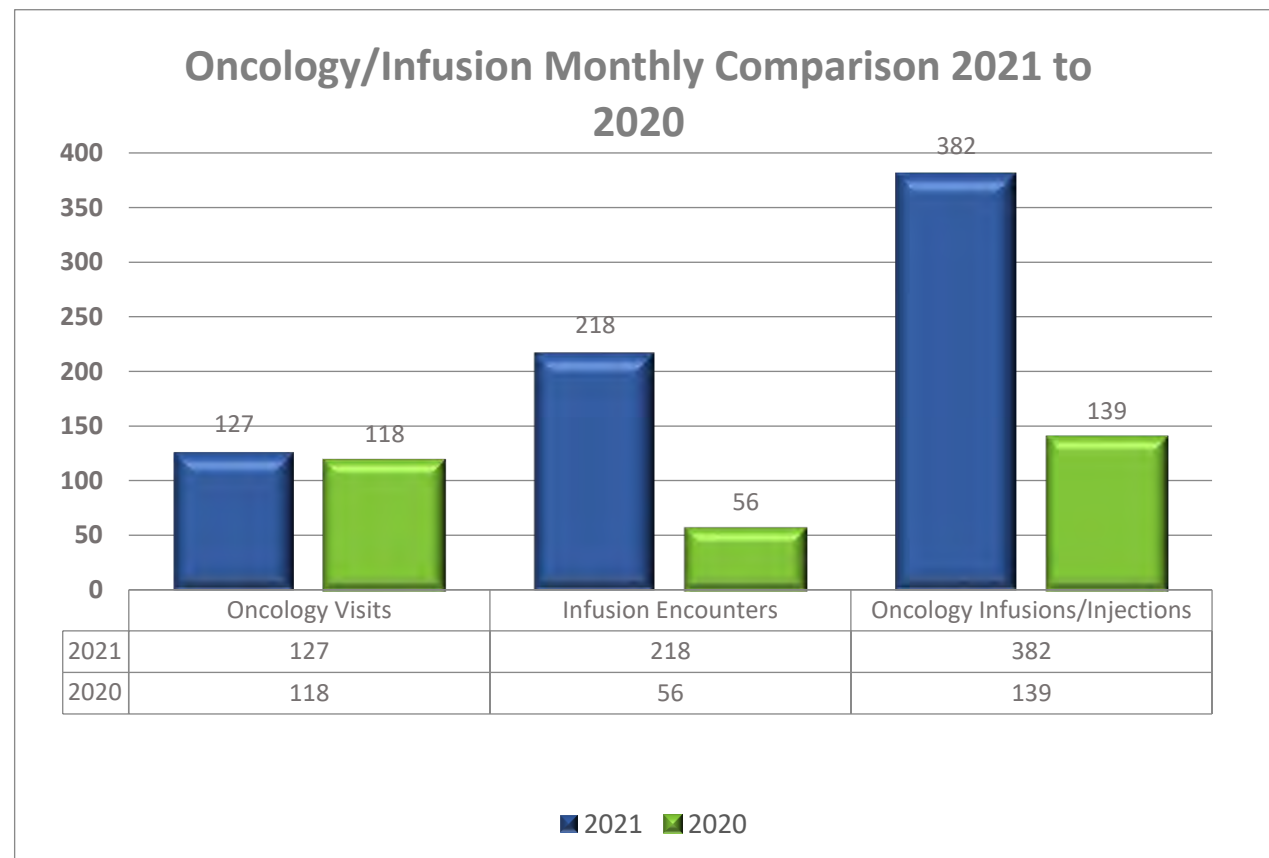
### Breakdown of EMS Standbys



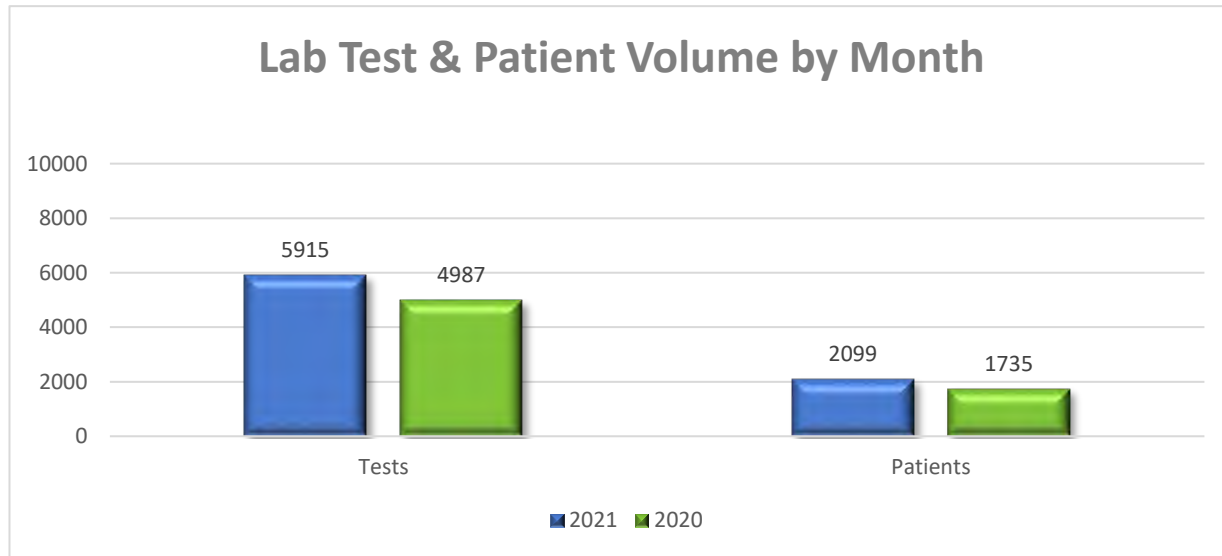
EMS: June



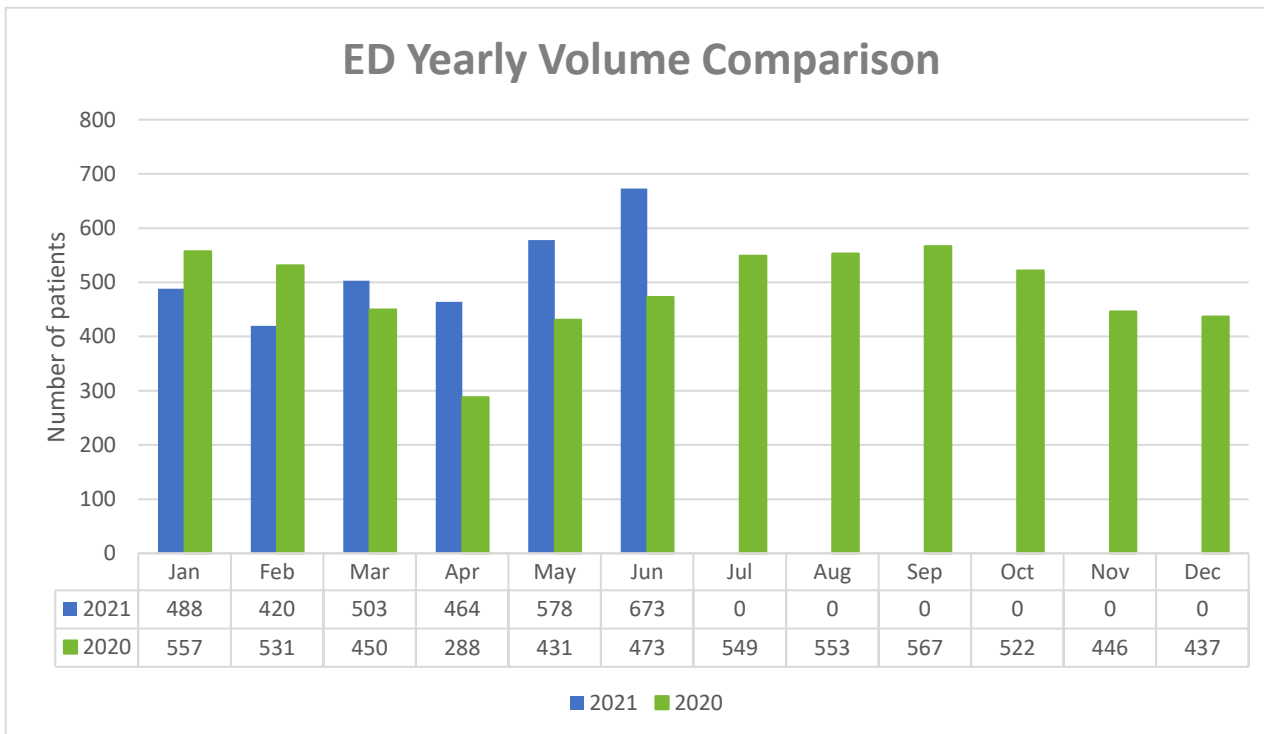
Oncology/Infusion: June



Lab: June



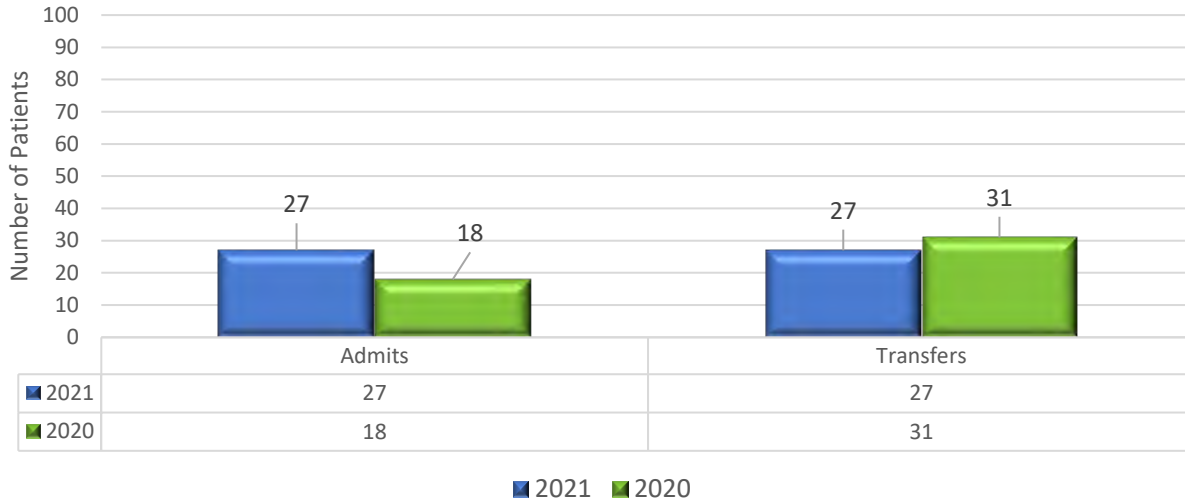
ED: June



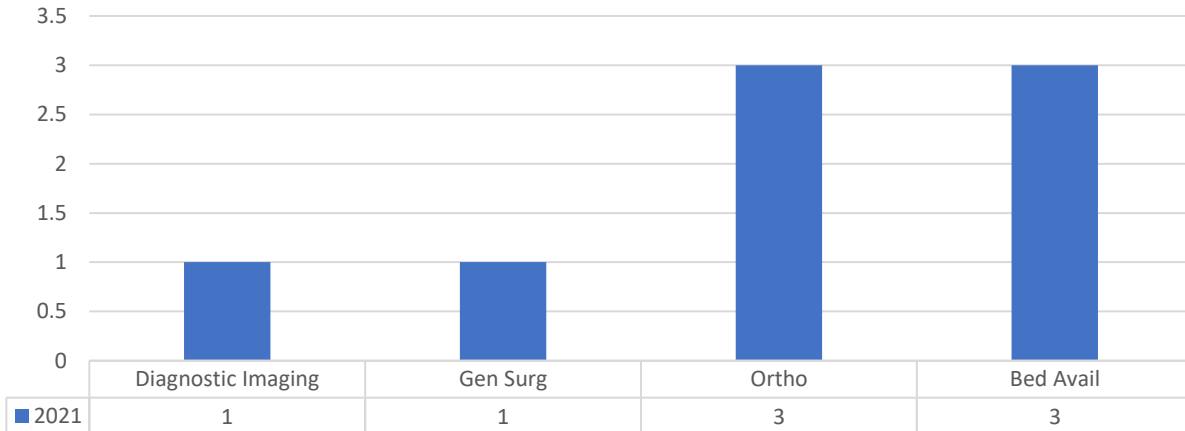


ED: June

### ED Inpatient Admissions and Transfers Monthly Comparison



### Resource Related Transfers



Average Daily Census

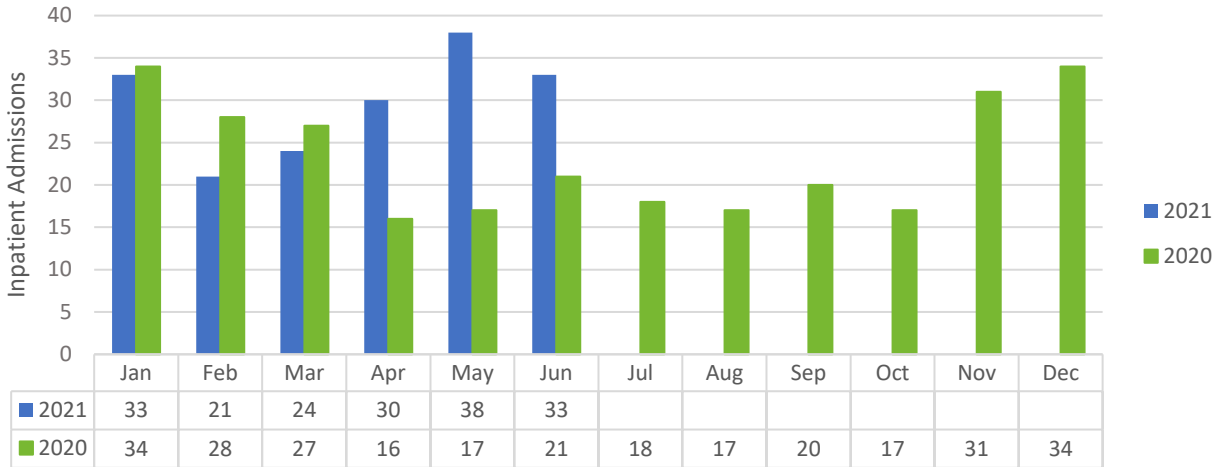
22.4

Average Length of Stay (in hours)

3

## Inpatient : June

### Inpatient Admission Comparison



Average Daily Census

5.2

Average Length of Stay (in days)

2.3

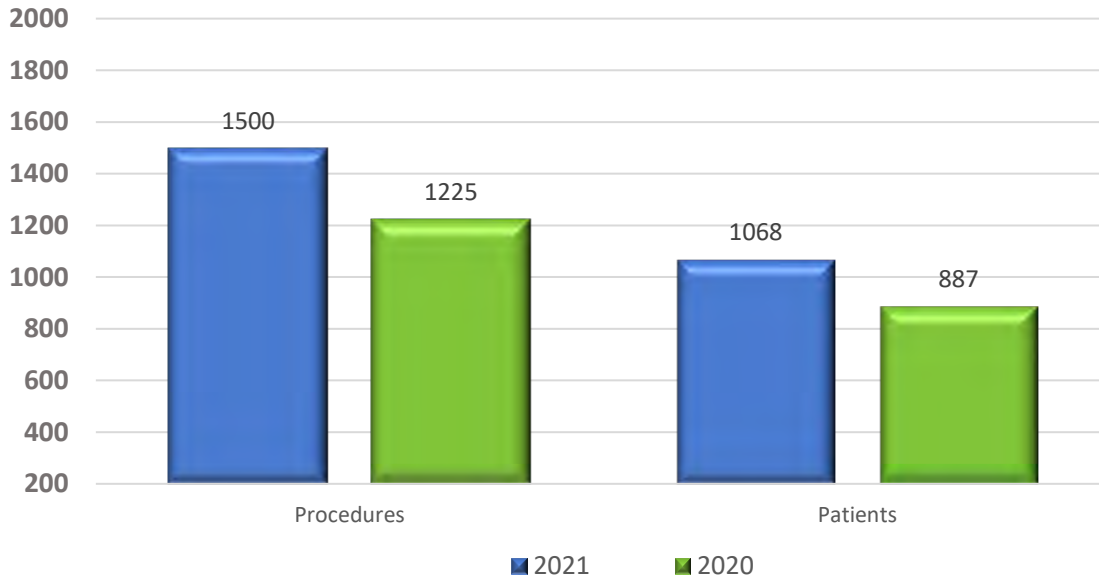


COVID-19 Patients  
Hospitalized at PSMC

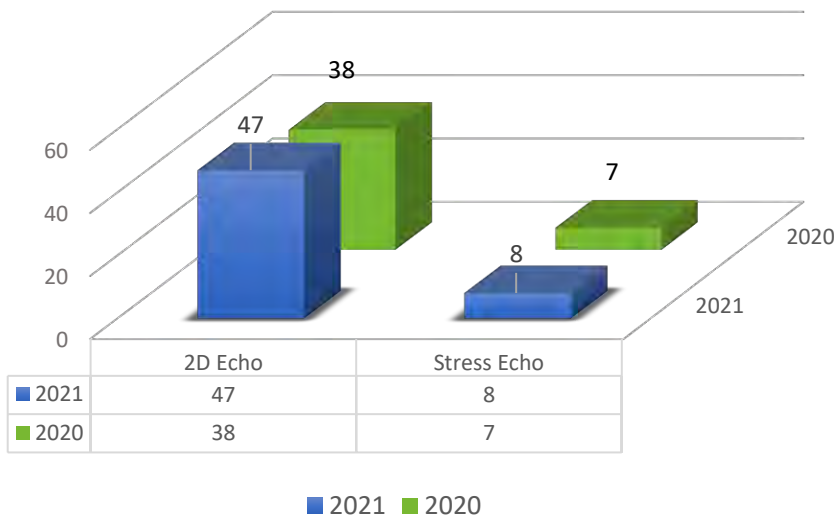
2

## Diagnostic Imaging: June

### Diagnostic Imaging Stats by Month

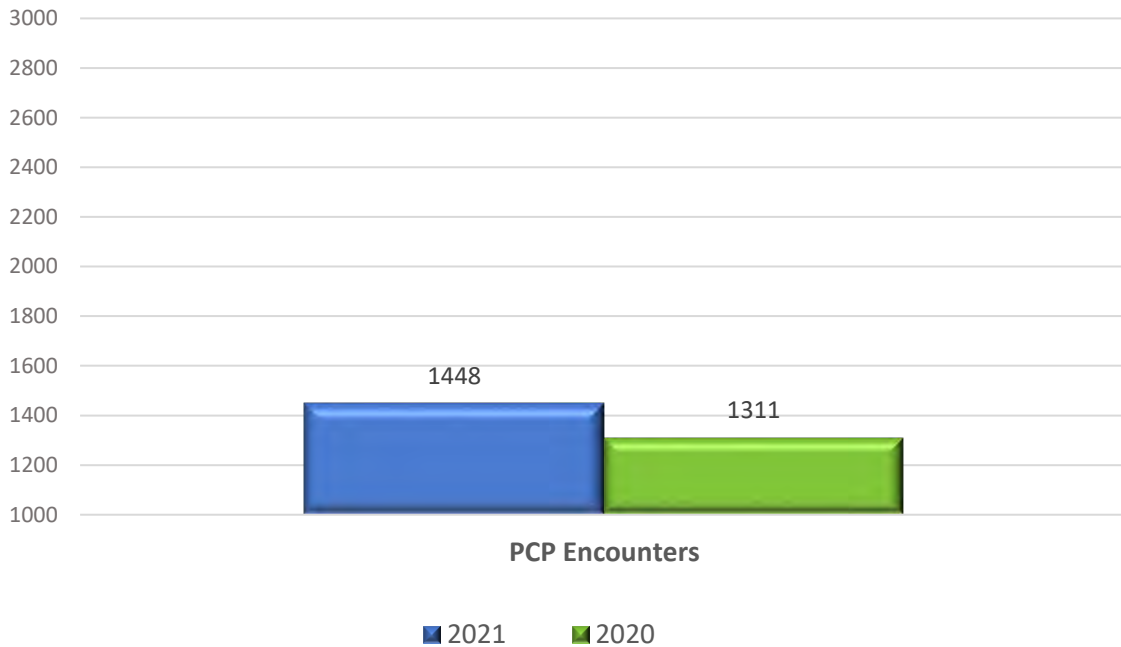


### Cardiology 2D Echo & Stress by Month

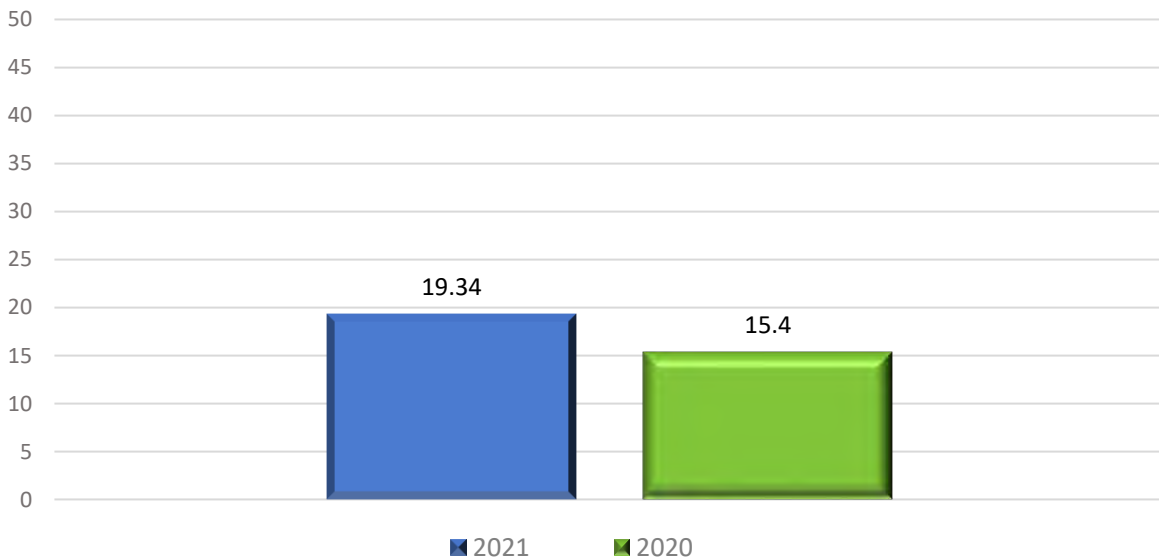


Clinic: June

### Rural Health Clinic Encounters by Month

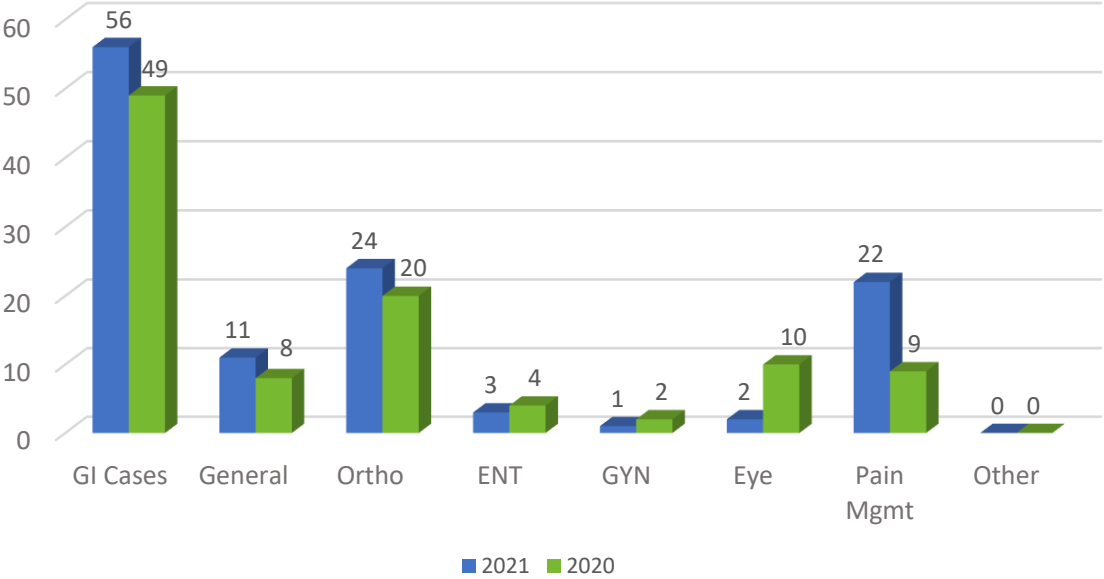


### Average Daily Walk-Ins



Surgery

Surgery Cases by Month  
2021 compared to 2020





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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, RALPH BATTELS  
July 27, 2021**

**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
<b>Waiver of Board Certification Requirement for Dr. Michael Kloep</b>	For reappointment; this waiver process is a requirement of the Medical Staff Bylaws and was originally granted by the Med Exec Committee and Board of Directors at the time of his initial appointment in 2019.

**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
<b>Nathan Coleman, MD</b>	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Ralph Battels, MD</b>	Reappointment	Active/Emergency Medicine	Emergency Medicine
<b>Ray Bradford, MD</b>	Reappointment	Telemedicine/Teleradiology	Interventional Radiology & Diagnostic Radiology
<b>Anthony Brown, MD</b>	Reappointment	Telemedicine/Teleradiology	Interventional Radiology & Diagnostic Radiology
<b>James Chang, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Pediatric Radiology
<b>Michelle Flemmings, MD</b>	Reappointment	Courtesy/Emergency Medicine	Emergency Medicine
<b>Robert Halterman, DO</b>	Reappointment	Active/Emergency Medicine	Emergency Medicine
<b>Michael Kloep, MD</b>	Reappointment	Courtesy/Hospitalist & Emergency Medicine	Hospitalist & Emergency Medicine
<b>Stephen Lewis, LPC</b>	Reappointment	Behavioral Health Provider/LPC	Licensed Professional Counselor
<b>Jared Mahan, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Laura Medina, MD</b>	Reappointment	Courtesy/General Surgery	Surgery
<b>Brittiany Newsome, FNP-C</b>	Reappointment	Advanced Practice Provider/NP Family Medicine	Family Medicine
<b>Stanislav Poliashenko, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Michael Preece, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
<b>Ralph Reed, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Ryan Stopher-Mitchell, DO</b>	Reappointment	Active/Family Medicine	Family Medicine
<b>Roy Tinguely, MD</b>	Reappointment	Active/General Surgery	Surgery
<b>Jason Wallace, DO</b>	Reappointment	Active/Family Medicine, Hospitalist, and Osteopathic Manipulative Medicine	Family Medicine
<b>John Wisneski, MD</b>	Reappointment	Active/Hospitalist & Emergency Medicine	Family Medicine
<b>Joshua Zastrocky, MD</b>	Reappointment	Courtesy/Ophthalmology	Ophthalmology

**III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY**

Active: 19  
 Courtesy: 20  
 Telemedicine: 120  
 Advanced Practice Providers: 19  
 Honorary: 1  
 Total: 179

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

**Formal Written Resolution 2021-13**

**July 27, 2021**

**WHEREAS**, The Upper San Juan Health Service District, commonly known as Pagosa Springs Medical Center (PSMC), operates a Critical Access Hospital, a Rural Health Clinic, and the Emergency Medical Service (ambulance) within the designated District boundaries; and

**WHEREAS**, the boundaries of PSMC encompass all of Archuleta County and portions of Mineral and Hinsdale Counties; and

**WHEREAS**, PSMC is considered a community anchor institution within Archuleta County and is the community's largest employer; and

**WHEREAS**, PSMC employs a wide breadth of employees ranging from food services and housekeeping to nurses and surgeons; and

**WHEREAS**, locating affordable and attainable workforce housing has been a significant issue for the spectrum of the PSMC workforce for several years; and

**WHEREAS**, PSMC believes the unavailability and unaffordability of workforce housing has dramatically worsened within the last year and is now a serious issue for all sectors of commerce and government within our service area; and

**WHEREAS**, PSMC believes commerce and government need affordable and attainable housing so that the workforce may participate and be integrated as part of our community; and

**WHEREAS**, the lack of economical workforce housing is a multifaceted problem and it will require a multifaceted solution; and

**WHEREAS**, PSMC feels a desire and duty to help solve the workforce housing crisis for our community.



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

1. The lack of affordable and attainable workforce housing constitutes a present crisis for our community.
2. PSMC wishes to communicate to our community and other anchor institutions in Archuleta County (including but not limited to, the Town of Pagosa Springs, Archuleta County Government, Archuleta School District #50 JT, Pagosa Area Water and Sanitation District, Pagosa Fire Protection District, Pagosa Springs Area Chamber of Commerce, Pagosa Springs Community Development Corporation, and the Pagosa Lakes Property Owners Association) that Pagosa Springs Medical Center stands ready and willing to be a partner in coordinated efforts to address the workforce housing crisis in Archuleta County.

---

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

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

**Formal Written Resolution 2021-14**

**July 27, 2021**

**WHEREAS**, The Upper San Juan Health Service District, doing business as Pagosa Springs Medical Center (PSMC), has an orthopedic service line that meets the needs of PSMC's patients through its employed orthopedic surgeons (1 full-time and 3 PRN);

**WHEREAS**, PSMC has considered the prospect of hiring a part-time (approximately 0.2 FTE) orthopedic surgeon who (1) would often be able to cover the work of PSMC's full-time orthopedic surgeon when he is absent/unavailable; and (2) offer hand, upper extremity and trauma orthopedic services (some of these services are also offered by PSMC's full-time surgeon and some would be an expansion of orthopedic services).

**WHEREAS**, the staff and the Board's Finance Committee have reviewed and discussed the financial analysis of hiring a part-time orthopedic surgeon and related expansion of orthopedic services, and staff and the Board's Finance Committee recommend proceeding with the same.

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES** to approve hiring of an additional part-time orthopedic surgeon and related expansion of orthopedic services.

---

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



**MINUTES OF REGULAR BOARD MEETING**  
**Tuesday, June 22, 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 June 22, 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 Karen Daniels and Director Jason Cox.

Present via Zoom: Director Dr. Jim Pruitt.

Director(s) Absent: Director Kate Alfred. (The noted absence was excused 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 noted approval of the agenda as presented.

**2) PUBLIC COMMENT**

There was none.

**3) MILESTONE MOMENT: Community Relations Department**

CAO, Ann Bruzzese, introduced and recognized Manager of Foundation and Community Relations, Jodi Scarpa, and Marketing Specialist, Angela Wirth, for the recent success of meeting the fundraising goal for the 3-D mammogram machine, as well as the production of PSMC’s Community Report.

**4) REPORTS**

- a) Oral Reports
  - i) Chair Report

Chair Schulte discussed Senate Bill SB21-293, regarding property tax classification and assessment rates, noting the bill temporarily reduces the assessment rate for years 2022 and 2023. Chair Schulte then discussed the potential ensuing reduction of mill levy revenue for the District of 18 to 20 percent.

Chair Schulte also discussed the proposed Initiative 27, regarding permanently reducing the

residential property tax assessment rate from 7.15 to 6.5 percent.

Questions were asked and answered.

ii) CEO Report

CEO Dr. Rhonda Webb discussed the following updates:

- Last night's gala was a success. The Foundation's budgeted fundraising goal for 2021 was \$250,000. Including last night's gala event, well over \$600,000 has been raised in donations.
- The Rural Health Clinic received \$100,000 in CARES Act funding.
- Along with the rest of the country, PSMC is currently struggling to fill open employment positions. Currently, PSMC has approximately 18 posted positions that need filled. In the state of Colorado, there are more than 2,200 RN positions that are posted. The urgent care walk-in clinic offered on Saturdays may need to be temporarily suspended in July due to the staffing shortage.
- Dr. Bob Brown has announced he will be taking a leave of absence to "test the retirement waters," but will remain a PRN provider for the duration of his leave. His primary care practice will end on July 31, 2021. Recruiting efforts are in progress for primary care.

Questions were asked and answered.

iii) Executive Committee

There was no report.

iv) Foundation Committee

There was no report.

v) Facilities Committee

There was no report.

vi) Strategic Planning Committee

Chair Schulte advised the Board he and Rhonda had presented the District's draft strategic plan to the Board of County Commissioners ("BOCC") at their work session held on June 15. Chair Schulte reported the BOCC had, overall, very positive things to say about the hospital and clinic.

Director Cox reported strategic plan presentations to the Pagosa Springs Community Development Corporation ("CDC") Board and Chamber of Commerce both went well. Director Cox noted the CDC Board had asked constructive questions and positive feedback was received by both entities.

vii) Finance Committee & Report

Controller Steve Wagoner presented and discussed the PowerPoint presentation.

A discussion ensued regarding the "Days Cash on Hand" slide as presented in the board packet.

Director Cox asked a question regarding the UMB escrow account as reported in the financials. Controller Wagoner and CAO Bruzzese answered.

Treasurer-Secretary Zeigler noted the Finance Committee's recommendation to the Board to accept the May 2021 financials as presented.

b) Written Reports

i) Operations Report

Chair Schulte asked a question regarding if the positive diagnostic imaging numbers as reported in the Operations Report may possibly be conducive to having radiologist, Dr. Jessica Cox, on site. COO-CNO Douglas answered.

Treasurer-Secretary Zeigler asked a question regarding meeting the mental health needs in the community. COO-CNO Douglas and COS Dr. Battels answered.

ii) Medical Staff Report

There were no questions.

**5) DECISION AGENDA**

**a) Resolution 2021-10**

CAO Bruzzese gave an overview of the proposed resolution, noting the Finance Committee's overwhelming support of approval.

Director Dr. Pruitt motioned to accept Resolution 2021-10 regarding approval of the retention pay for employees. CEO Dr. Webb noted CFO Keplinger, who was absent at the meeting, desired for the phrase "...to authorize payment of retention compensation..." within the last paragraph of the resolution be amended to state "...to authorize payment of the COVID retention compensation...".

Director Dr. Pruitt modified his motion to accept Resolution 2021-10 as amended with the phrase "to authorize payment of COVID retention compensation." Upon motion seconded by Director Cox, the Board unanimously accepted said resolution.

**b) Resolution 2021-11**

CAO Bruzzese and COO-CNO Douglas gave an overview of the proposed resolution.

Vice-Chair Mees motioned to accept Resolution 2021-11 regarding authorization of staff to spend up to \$500,000 of CARES Stimulus Funds for oxygen generation. Upon motion seconded by Director Daniels, the Board unanimously accepted said resolution.

**6) CONSENT AGENDA**

Treasurer-Secretary Zeigler motioned to approve the Board Member absences, special meeting minutes of 05/25/2021 and the Medical Staff report recommendations for new or renewal of provider privileges.

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

**7) OTHER BUSINESS**

Director Cox asked a question regarding if a purchase of a new generator would be approved for purchase through CARES Stimulus Funds. CAO Bruzzese answered.

**8) ADJOURN**

There being no further business, Chair Schulte adjourned the regular meeting at 6:52 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board



**MINUTES OF *SPECIAL* BOARD MEETING**  
**Monday, July 19, 2021**  
**3:00 PM**  
**The Board Room**  
**95 South Pagosa Blvd., Pagosa Springs, CO 81147**

The Board of Directors of the Upper San Juan Health Service District (the “*Board*”) held its special board meeting on July 19, 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, Director Kate Alfred and Director Jason Cox.

Present via Zoom: Director Karin Daniels.

Director(s) Absent: Treasurer/Secretary Mark Zeigler and Director Dr. Pruitt. (The noted absences were excused due to prior notification.)

**1) CALL TO ORDER**

- a) Call for quorum: Chair Schulte called the meeting to order at 3:00 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 noted approval of the agenda as presented.

**2) PUBLIC COMMENT**

There was none.

**3) REPORTS**

CAO, Ann Bruzzese, gave an overview of the summary reports of both the Facilities Committee and the Foundation Board.

On behalf of the Facilities Committee, Vice-Chair Mees noted that what is required for the modular building has morphed contrary to previous advisement. Vice-Chair Mees advised there is anticipated to be additional unknown costs.

Chair Schulte referenced the summary report of the Facilities Committee noting the recommendation of the Facilities Committee for the Board to have a special meeting because time is of the essence, and that the Facilities Committee further recommends an additional contingency be considered.

Director Cox asked a question regarding the specific amount of funds being approved. Chair Schulte advised that CFO, Chelle Keplinger, would present a more detailed explanation of funds.

CFO Keplinger presented and discussed a spreadsheet of the summary of costs to install the modular building, described as Exhibit A to the resolution.

Questions were asked and answered.

4) **DECISION AGENDA**  
**Resolution 2021-12**

Chair Schulte inquired of CAO Bruzzese of how to complete the blank entries on the resolution as presented.

CAO Bruzzese advised that she proposes to amend the resolution's second "Whereas" to state, "WHEREAS, at the Special Meeting of the Board, PSMC's CFO provided the most up-to-date estimates for the modular work in the total known and unknown amounts described on the spreadsheet attached hereto as Exhibit A."

CAO Bruzzese further proposed changing the final sentence to state, "**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES** staff are authorized to proceed with the modular work and expenditures up to an additional \$500,000, and all such work and expenditures will be reported to the Board's Facilities Committee; said expenditures shall be paid first from the \$150,000 contributed from the Foundation and then up to \$350,000 from PSMC's operational fund."

Director Cox motioned to accept Resolution 2021-12, as amended, regarding authorization to pay additional costs associated with installation of a modular building to house the new MRI.

Upon motion seconded by Director Alfred, the Board unanimously accepted said resolution.

5) **OTHER BUSINESS**

There was none.

6) **ADJOURN**

There being no further business, Chair Schulte adjourned the regular meeting at 3:36 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board

**Pagosa Springs Medical Center**  
**Summary of Costs to Install Modular Building**  
**Resolution 2021-12**  
**Exhibit A**

Exhibit A				Total Costs		Total Paid		
PRE CON	Architectural & Engineering	Boulder & Associates		\$	31,128.22		\$ 31,128.22	
	Permits	Town of Pagosa Springs		\$	4,963.50		\$ 4,963.50	
		State of Colorado CDPHE						
		State of Colorado CDPE						
Pre Construction Sub Total				\$	36,091.72		\$ 36,091.72	
CONSTRUCTION	Sidewalk Curb & Gutter	Colorado Specialties		\$	65,785.00		\$ 65,785.00	
	MRI Temp Relocate Electrical	Colorado Specialties		\$	39,125.98		\$ -	
	Site Work & Foundations	Colorado Specialties						
	Micropile Foundations		\$	64,971.16				
	Water line, Data, Fire and electrical conduit		\$	62,784.92				
	Electrical installation		\$	81,873.68				
	Steel Bollards		\$	9,878.89				
	Canopy for walkway		\$	35,679.45				
	Helipad curb and gutter		\$	19,783.12	\$	274,971.22	\$ -	
	Fire Alarm System	Mircoteck						
	Design & Plans	Mircoteck	\$	1,700.00			\$ 1,700.00	
	System install	Mircoteck	\$	3,500.00	\$	5,200.00		
	Geotechnical Services Micropile installation							
	Site Survey construction work	Davis Engineering						
	*NIC MRU Entry Ramp	in design phase w/ vendors						
	*NIC MRI Eqpt Room Steps	in design phase w/ vendors						
	*NIC 400A Breaker							
	MRI Cryo Storage Cost per month (Estimate)	\$	12,000.00		\$	24,000.00		
	Modular Building Storage (Estimate)	\$	1,350.00		\$	10,800.00		
	Construction Sub Total				\$	419,882.20		\$ 67,485.00
Pre Construction Sub Total				\$	36,091.72		\$ 36,091.72	
Construction Sub Total				\$	419,882.20		\$ 67,485.00	
Total Cost				\$	455,973.92		\$ 103,576.72	Total Paid