



NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, April 22, 2025, at 5:00 p.m. MDT

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

The public may attend in person or via Teams.

Join on the web: <https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting?rtc=1>

Meeting ID: 228 195 192 729

Passcode: T5oe7uw3

AGENDA

- 1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD**
 - a) Confirmation of quorum
 - b) Board Director 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 comments and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Antionette Martinez, prior to the start of the meeting. All public comments shall be limited to matters under the jurisdiction of the Board and shall be expressly limited to three (3) minutes per person. The Board is not required to respond to or discuss public comments. No action will be taken at this meeting on public comments.
- 3) PRESENTATION** *Recognition of Jason Cox, Barbara Parada and Marty Rose
who are retiring from the Board*

Emergency & Inpatient Services - presented by Manager Memi Fox, RN

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Kate Alfred
 - ii) CEO Report Dr. Rhonda Webb
 - iii) Executive Committee ~~Chair Alfred and Vice Chair Rose~~
 - iv) Foundation Board ~~Dir. Parada, Dir. Taylor, and CEO Webb~~
 - v) **Facilities Committee** Dir. Cox and CAO Ann Buzzese
 - vi) **Strategic Planning Committee** ~~Chair Alfred, Vice Chair Rose and CEO Webb~~

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

vii) **Finance Committee Report** Treasurer Floyd, Dir. Campbell and CFO Keplinger
(a) **March 2025 Financials**

b) **Written Reports** (*no oral report unless the Board has questions*)
i) **Medical Staff Report** Chief of Staff, Dr. Corinne Reed

5) DECISION AGENDA
a) N/A

6) CONSENT AGENDA (The Consent Agenda is intended to allow Board approval, by a single motion, of matters that are considered routine. There will be no separate discussion of Consent Agenda matters unless requested.)

a) Approval of Board Member absences:
i) Regular meeting of **04/22/2025**

b) Approval of Minutes for the following meeting(s):
i) Regular meeting of **03/25/2025**

c) Approval of **Medical Staff** report recommendations for new or renewal of provider privileges.

7) EXECUTIVE SESSION

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

8) OTHER BUSINESS

Generally, this agenda item is limited to requests for a matter to be added to a future agenda of the Board or a Committee.

9) ADJOURN

Next Meeting: Tuesday, May 27, 2025, at 5:00 p.m. MST

Report of the Board Facilities Committee
USJHSD/PSMC Board Meeting on April 22, 2025

The Board's Facilities Committee met on April 17, 2025. Present were Dir. Jason Cox, Dir. Kate Alfred, at-large Committee members Matt Mees and Kathee Douglas as well as the CEO, CFO, CAO and IT/Facilities Director David Ball). The report below summarizes any discussions, comments or questions of the Committee.

a) **Sterile Processing Renovation:**

- i) The Board approved the SPD renovation in its approval of the 2025 budget and DOLA awarded PSMC a grant of \$180,000 toward this project.
- ii) The project is planned to take place in October of 2025 (the timing avoids the summer busy season for the OR) and it allows the approximately 20 weeks of lead time for ordering equipment.
- iii) In March, staff issued the RFP for the project (the RFP and a video explanation of the project were shared with the Board in March of 2025).
- iv) In April, the Board Facilities Committee discussed the RFP responses.

b) **Surgery:**

- i) In January of 2025, the OR was down for two weeks due to humidity and pressure issues.
- ii) Director over Facilities/IT/Life Safety (David Ball) provided a presentation of the issues to the Board in January of 2025 (and the Board Facilities Committee has seen the same information).
- iii) As part of continuing corrective actions, PSMC staff are planning a project to replace a humidifier in one OR (timing will likely be in June after equipment arrives).

c) **Medical Wellness Building Renovation:**

- i) On 4/1/2025, PSMC received approval from Medicare to charge for services in the MWB.
- ii) Outstanding items:
 - (1) A federal Fire Inspector is requiring either sprinklers or fire-rated walls, floor, and ceiling in the mechanical rooms, EVS storage room, and clean and dirty storage rooms. In addition, a door will be installed at the top of the stairs to keep the first and second floors separated. The architect and the contractor are addressing this and are creating a plan to complete the work. There after, the building will need to be reinspected by the federal Fire Inspector.
 - (2) The exterior lighting for the parking lot is anticipated to be installed in May.

d) **Oxygen Generation Building:**

- i) The generator to the building is expected to arrive and be installed in May.
- ii) After the generator to the building is installed, PCI will hook-up the O2 Generation Equipment. There is a lot of detail to operationalizing the equipment and a team of folks with Nunn Construction, PCI Gases and PSMC are working to detail out everything. The equipment is expected to be operationalized in May or June (there are some aspects that are dependent upon the arrival of back-up tanks / equipment).
- iii) Inspections/licensing:
 - (1) CDPHE still uses Life Safety Code for 2012 which does not address oxygen generation equipment, but more recent updates to the Life Safety Code do address such equipment; PSMC prepared a draft request for waiver.

e) **Other Facilities Work Planned for 2025** (this list omits construction projects estimated to cost less than \$50,000 and omits all capital projects that are equipment only)

- i) In May or June, Strohecker will conduct asphalt sealing and striping of the parking lots.

- ii) Summer of 2025 - replace roof (over the Dr. Mary Fisher portion of the building)
- iii) November 2025 and February 2026 - Remodel Emergency Department:
 - (1) We are issuing an RFP for this project.
 - (2) On 3/28/2025, PSMC submitted an application for a \$200,000 DOLA grant to support this project.
 - (3) Scope of project includes renovations to improve safety, infection prevention and efficiency (bullet proof glass, bullet-resistant barriers on walls, reorganize the nurse's station for a more efficient registration area and to accommodate more nurses; new flooring; new patient call system).
- iv) If we have funds, construct campus monument sign on the corner of 160 and Pagosa Blvd.

f) Pagosa West. The Pagosa West development to the east of the medical center is presently in the land use process with the Town (initial conceptual submittal). PSMC was asked if there would be any helicopter issues associated with buildings reaching 35' in height – we don't anticipate any issues but deferred the matter to Classic Air. There was an initial Planning Commission hearing on the proposed development on March 25.

**Finance Committee & CFO Report for the
USJHSD Board Meeting on April 22, 2025**

The Board's Finance Committee met on April 15, 2025 (present: Dir. Mark Floyd and Dwight Peters as well as the CEO, CFO, CAO and the Controller). The report below summarizes the March financials and any comments or questions of the Committee.

1) **MARCH FINANCIALS:**

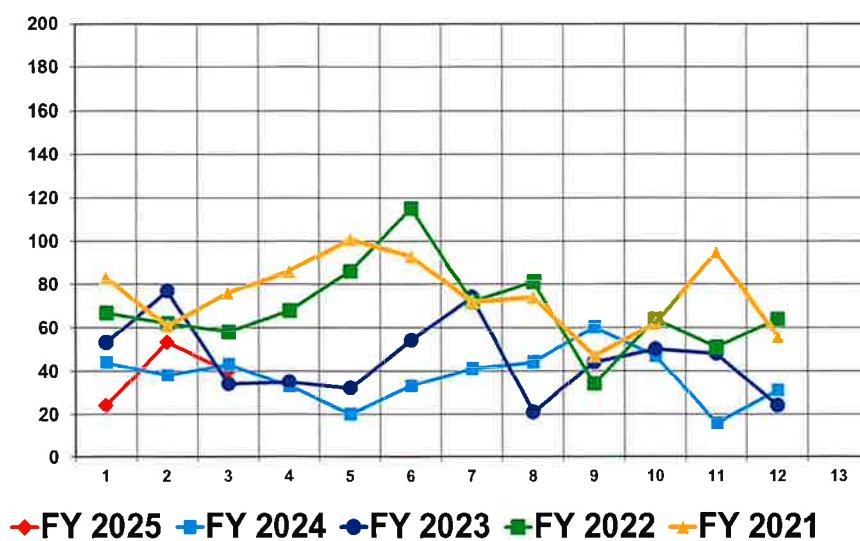
- a) **Bottom line and Income Statement:**
 - i) March was a very good month for PSMC. PSMC had gross charges of \$7,809,899 (Income Statement line 19) – this was a record for PSMC. Payer deductions to those gross charges were significant at < - \$4,668,340> (Income Statement line 21). PSMC had a positive bottom line for March of \$595,925 (Income Statement line 52).
 - ii) Discussion of volumes: The Rural Health Clinic and Radiology had their highest *March* volume in PSMC history. The Emergency Department also had very high volume (except for a period during COVID, March 2025 was the highest volume for the ED in its history).
- b) **Accounts Receivable:** Days of Accounts Receivable decreased slightly to 52.3 days.
- c) **Cash on Hand and Statement of Cash Flows:**
 - i) Cash increased slightly to 109.1 days of cash on hand.
 - ii) PSMC paid for a new radiology equipment (\$248,000), approximately \$6,000 for a radio system for ambulance and ED, and additional capital projects of \$155,950.
- d) **Balance Sheet:** Increased reserves for the Cost Report to \$600,000.
- e) **Comments of Finance Committee:**
 - i) Discussed possible Medicaid cuts which are currently undetermined.
 - ii) No objections to the March financials.



FINANCIAL PRESENTATION YTD MARCH 2025

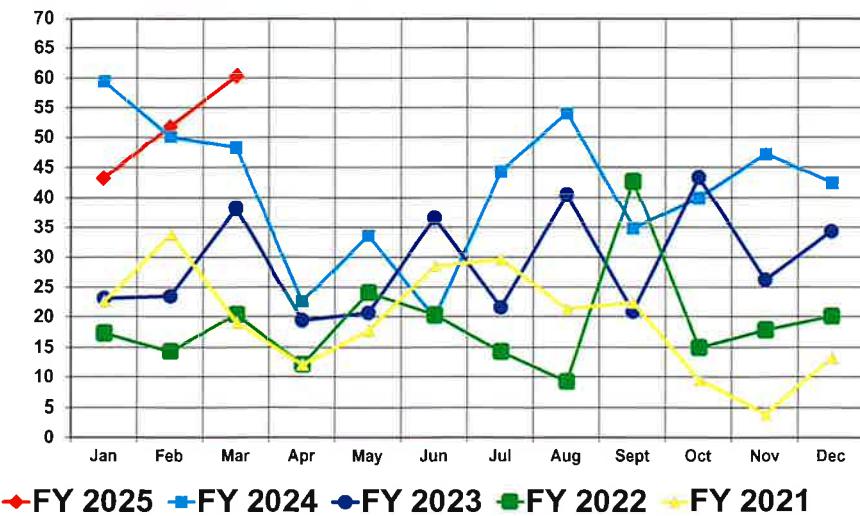
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PATIENT DAYS



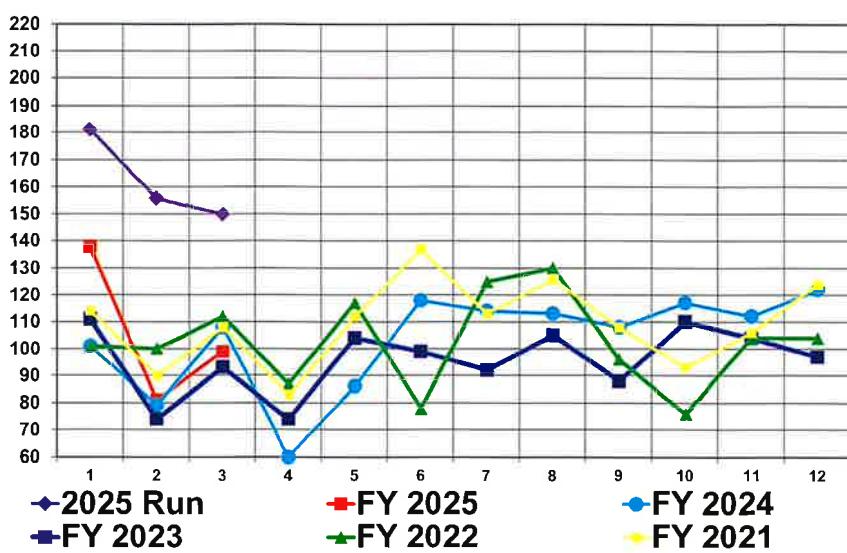
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OBSERVATION DAY EQUIVALENT

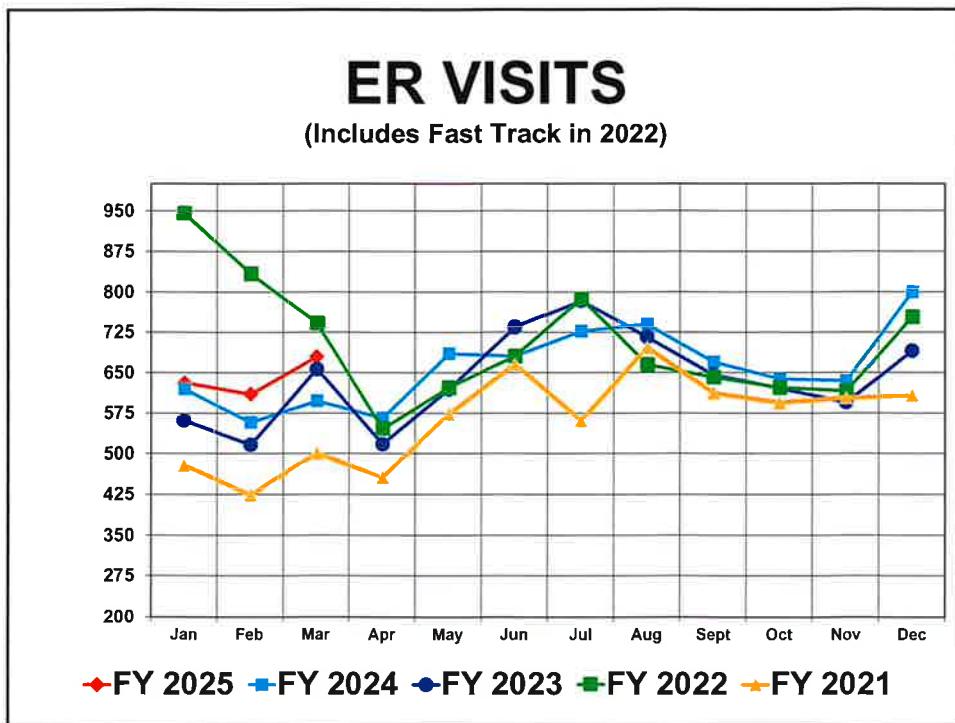


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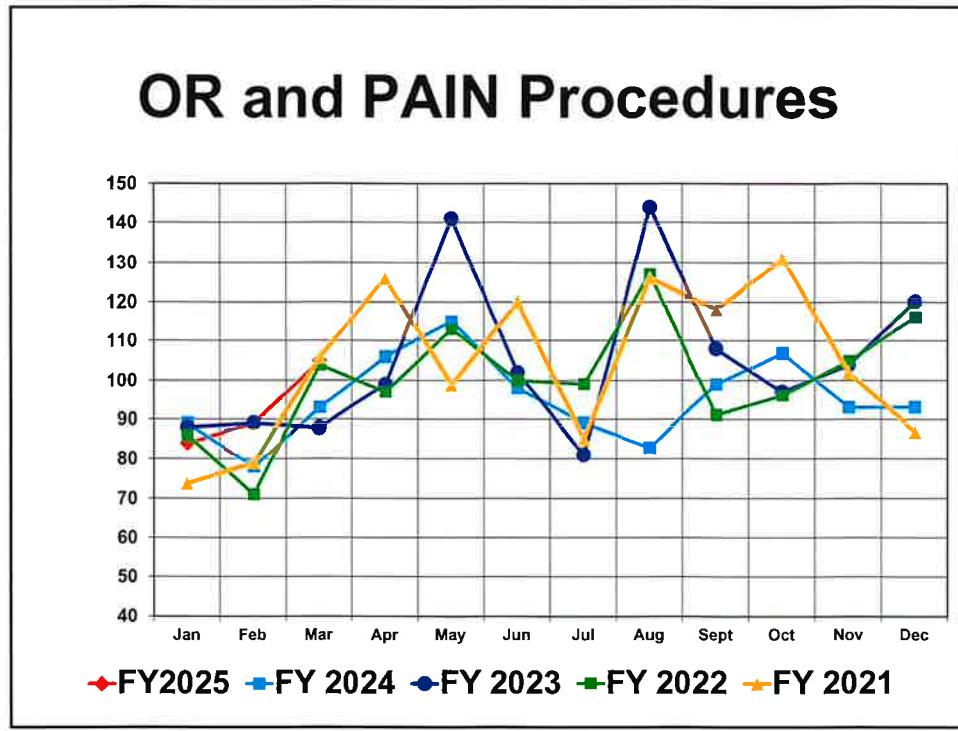
BILLABLE EMS RUNS



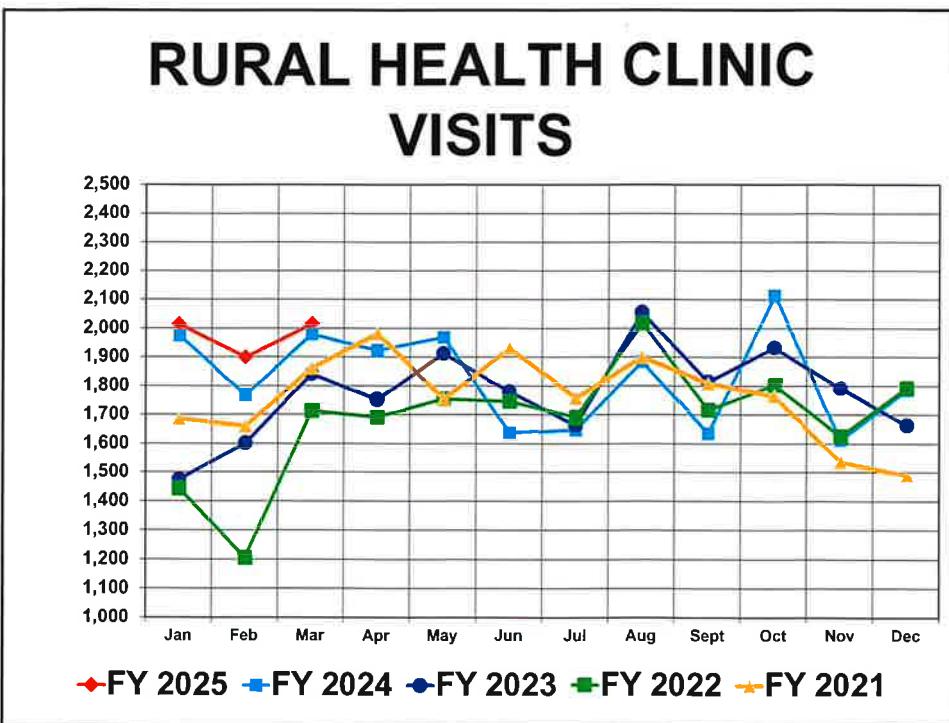
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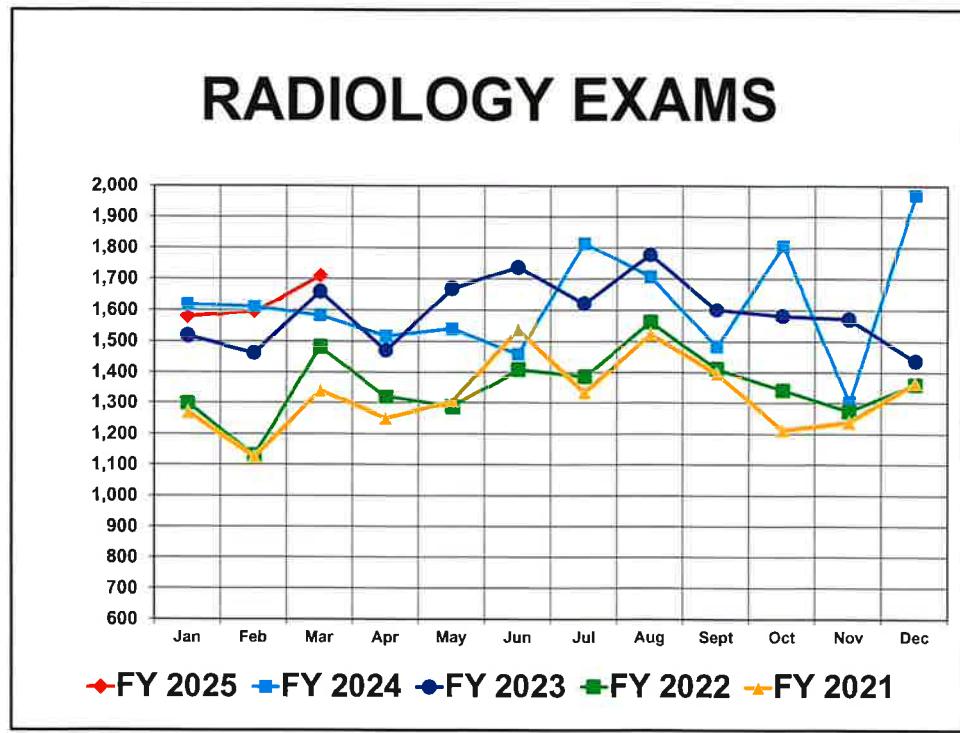
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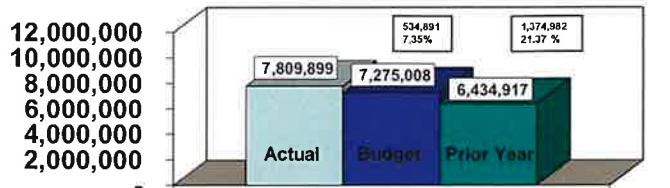


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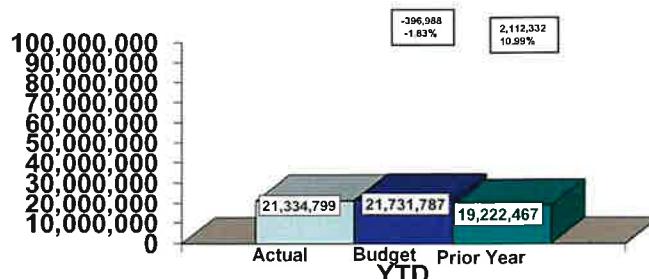


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GROSS CHARGES

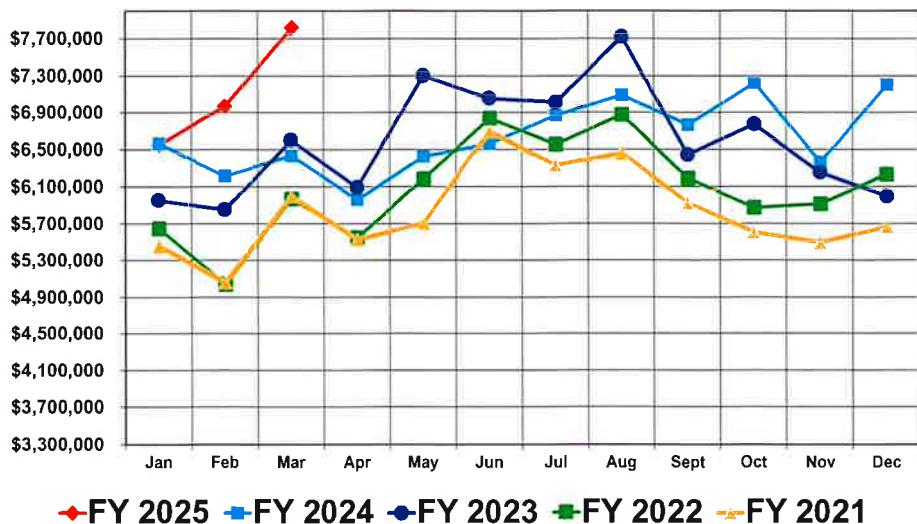


March



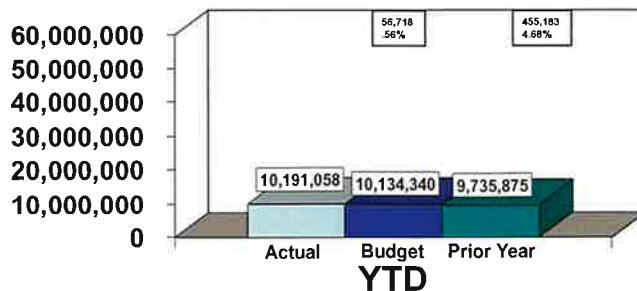
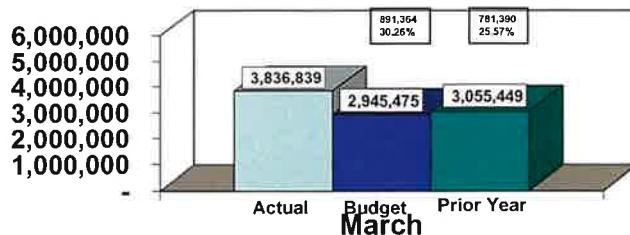
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GROSS CHARGES



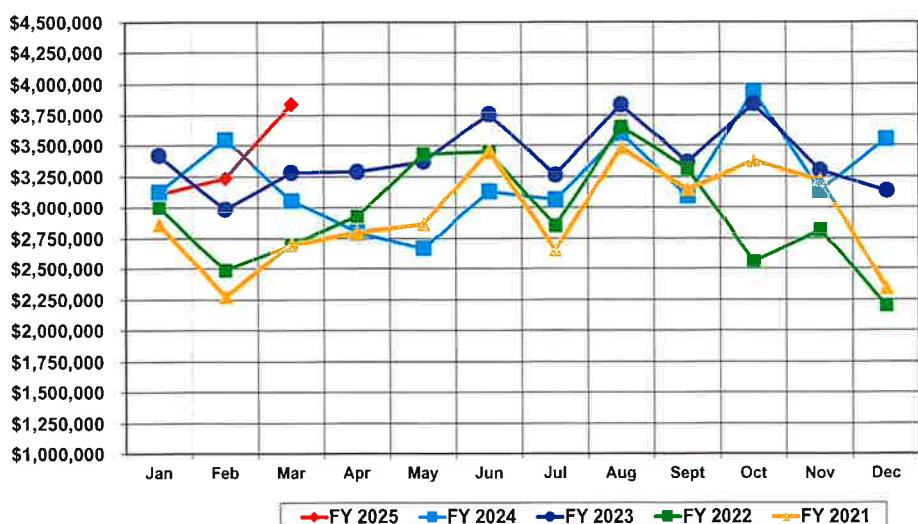
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NET PATIENT REVENUE

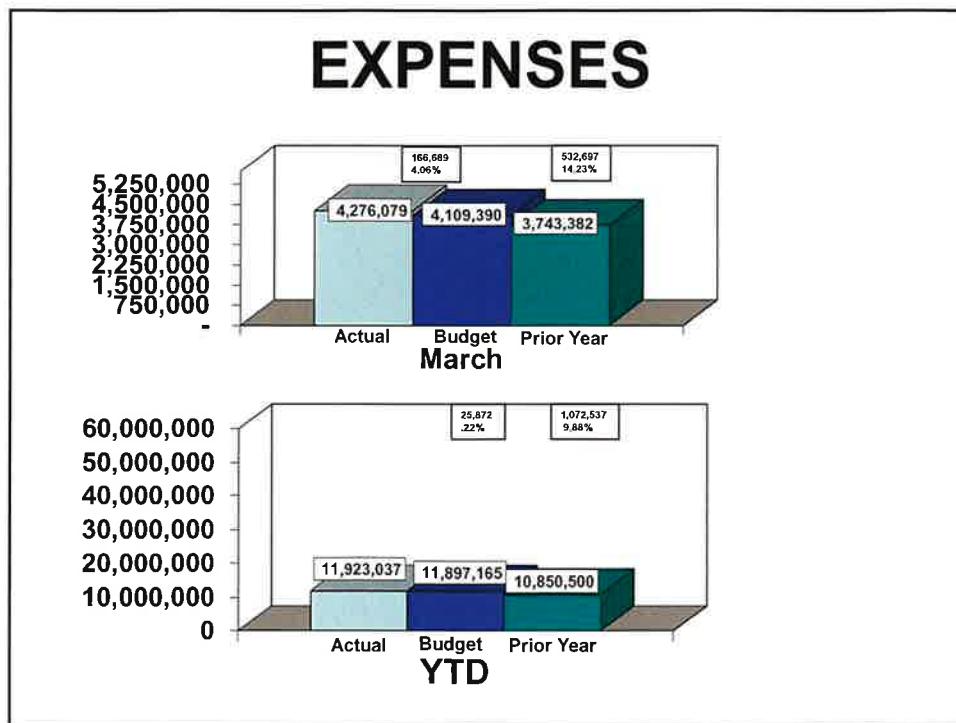


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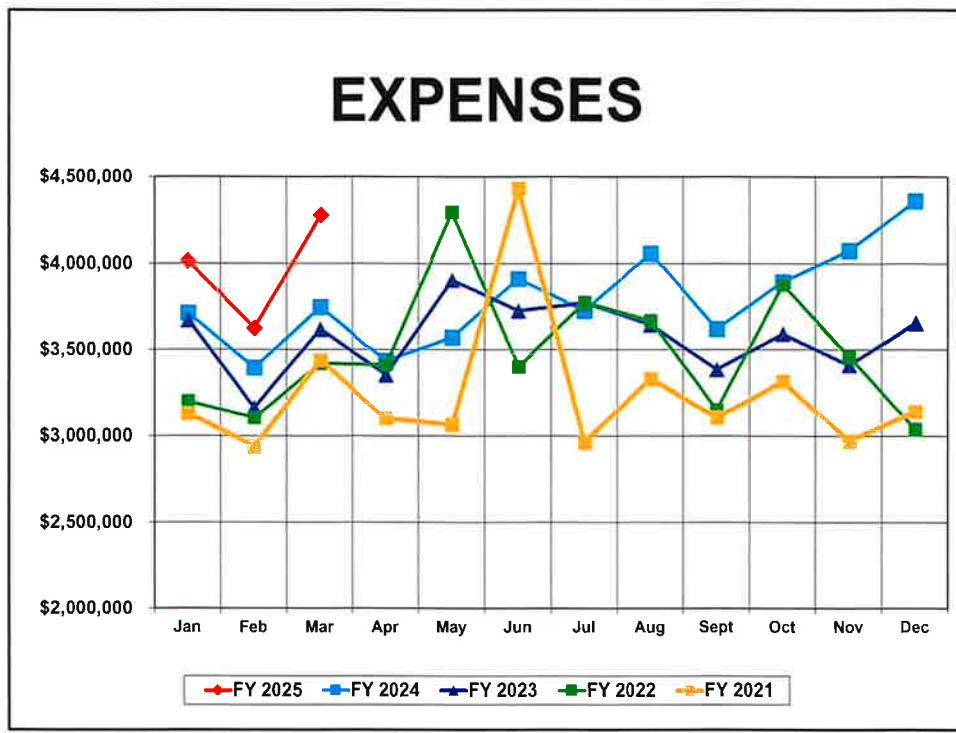
NET PATIENT REVENUE



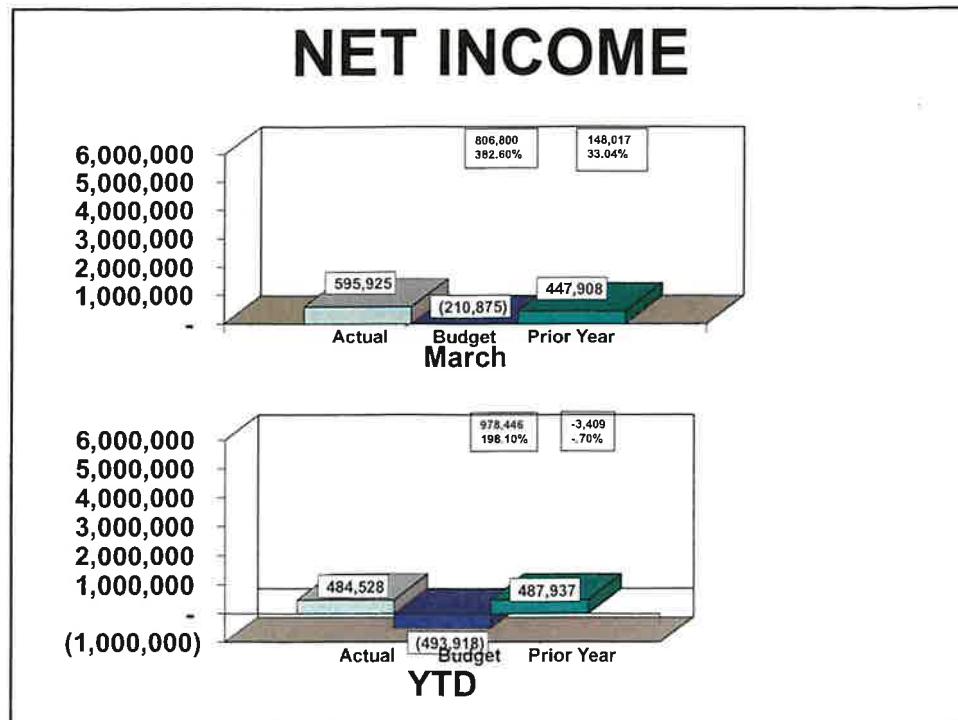
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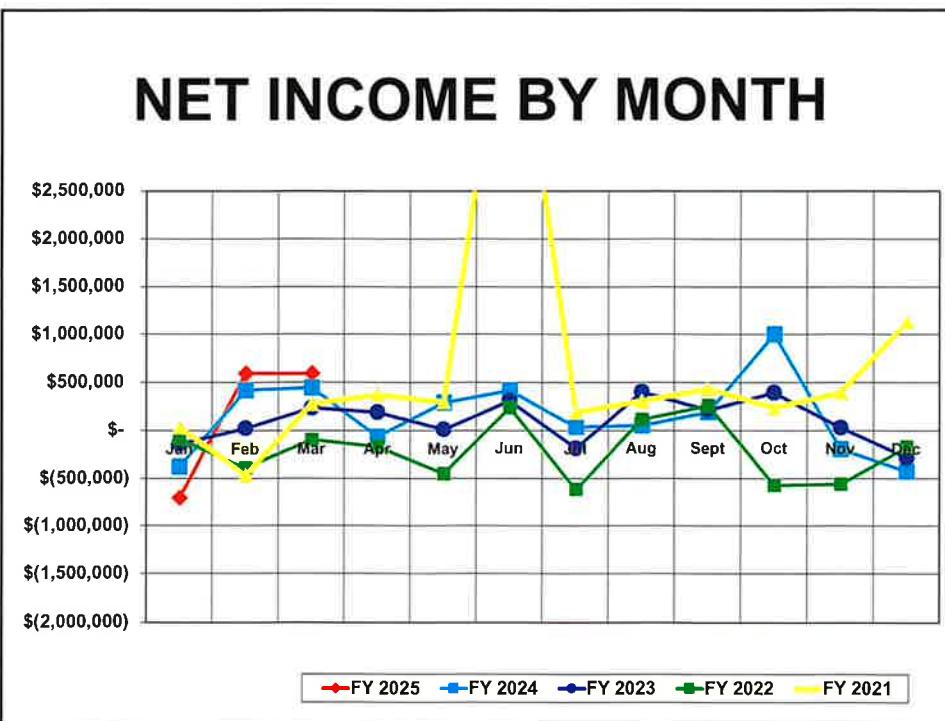


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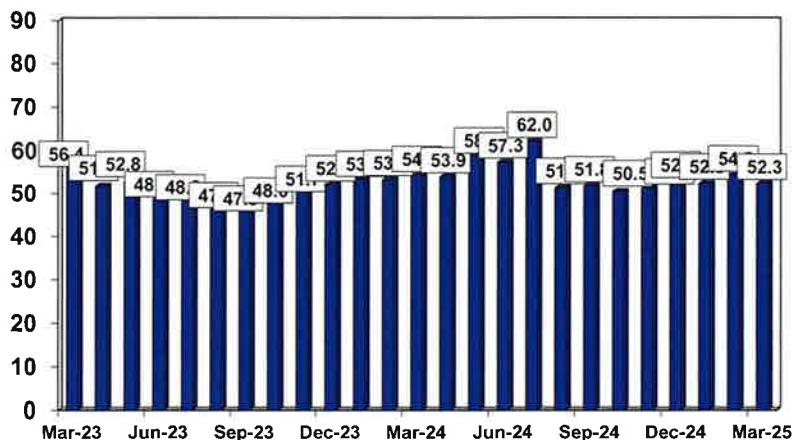
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Summary of Financials

	February	March
Gross Charges	6,973,780	7,809,899
Net Revenue	3,240,464	3,836,839
Expenses	3,629,119	4,276,079
Grants, Misc and Tax Revenue	981,328	1,035,165
Grants and Misc	906,886	328,263
Tax Revenue	74,442	706,902
Net Income	592,673	595,925

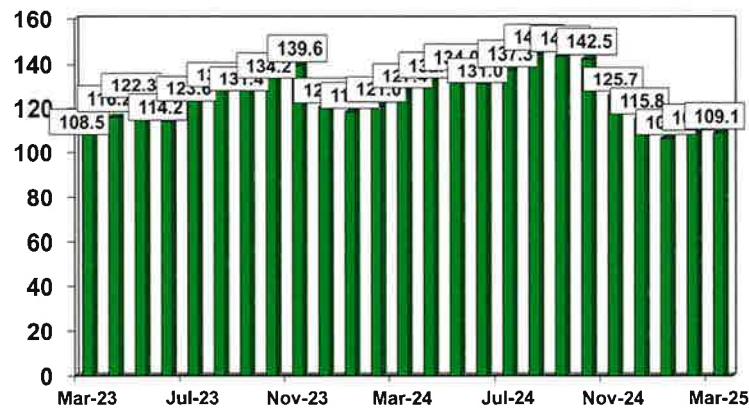
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GROSS DAYS IN ACCOUNTS RECEIVABLE

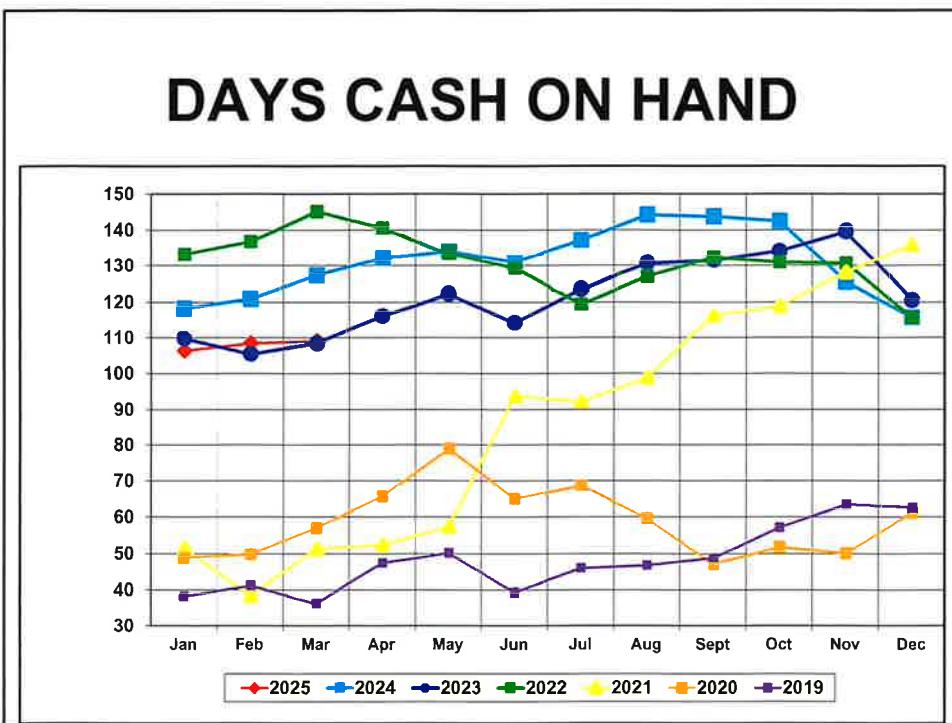


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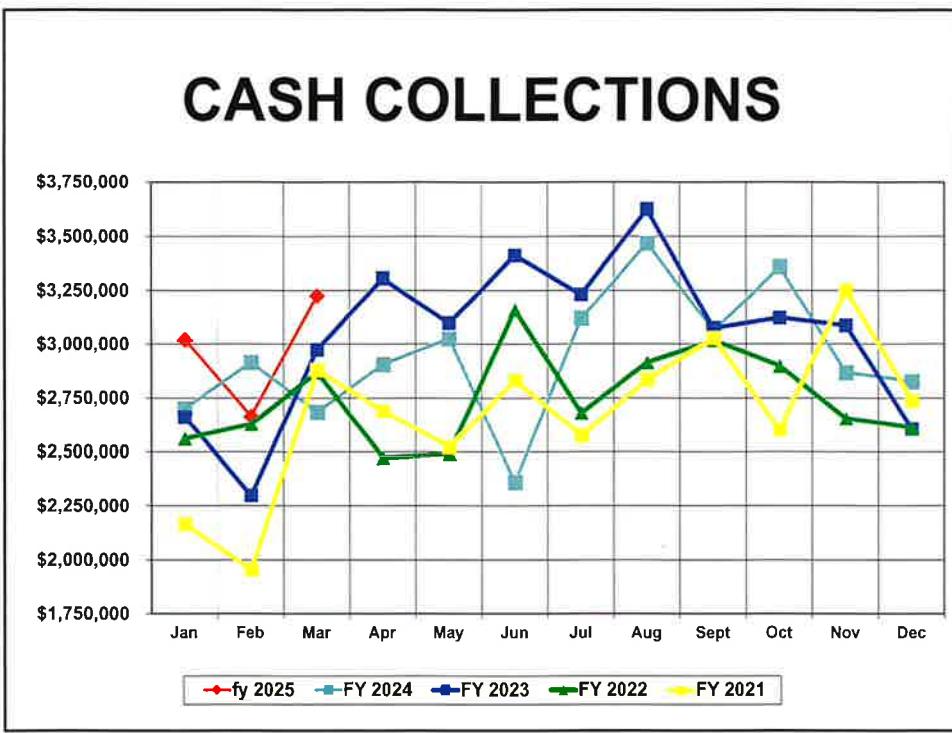
DAYS CASH ON HAND



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24



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Pagosa Springs Medical Center

Income Statement Comparison --- March 31, 2025								Page 1	
	Current Month				Year-to-Date				
	2025	Budget	Difference	Variance	2025	Budget	Difference	Variance	
Revenue									
7 Total In-patient Revenue	183,048	198,815	(15,767)	-8%	436,733	556,432	(119,699)	-22%	
17 Total Out-patient Revenue	6,971,826	6,384,100	587,726	9%	19,110,809	19,112,500	(1,691)	0%	
18 Professional Fees	655,025	692,093	(37,068)	-5%	1,787,257	2,062,855	(275,598)	-13%	
19 Total Patient Charges	7,809,899	7,275,008	534,891	7%	21,334,799	21,731,787	(396,988)	-2%	
20 Revenue Deductions & Bad Debt									
21 Contractual Allowances	4,668,340	4,364,727	303,613	7%	11,721,476	11,763,298	(41,822)	0%	
22 Charity	60,135	41,350	18,785	45%	122,342	115,350	6,992	6%	
23 Bad Debt	(431,267)	241,088	(672,355)	-279%	271,351	672,540	(401,189)	-60%	
24 Provider Fee & Other	(324,148)	(317,632)	(6,516)	2%	(971,428)	(953,741)	(17,687)	2%	
25 Total Revenue Deductions & Bad Debt	3,973,060	4,329,533	(356,473)	-8%	11,143,741	11,597,447	(453,706)	-4%	
26 Total Net Patient Revenue	3,836,839	2,945,475	891,364	30%	10,191,058	10,134,340	56,718	1%	
27 Grants	124,730	44,386	80,344	181%	170,015	76,076	93,939	123%	
28 HHS Stimulus Other Revenue	-	-	-	0%	-	-	-	0%	
29 COVID PPP Loan Forgiveness	-	-	-	-	-	-	-	-	
30 Other Operating Income - Misc	152,494	159,587	(7,093)	-4%	350,400	273,528	76,872	28%	
31 Total Net Revenues	4,114,063	3,149,448	964,615	31%	10,711,473	10,483,944	227,529	2%	
Operating Expenses									
33 Salary & Wages	1,998,165	2,151,178	(153,013)	-7%	5,826,790	6,240,949	(414,159)	-7%	
34 Benefits	337,790	347,302	(9,512)	-3%	992,754	1,001,185	(8,431)	-1%	
35 Professional Fees/Contract Labor	199,427	137,514	61,913	45%	538,690	395,415	143,275	36%	
36 Purchased Services	204,633	171,089	33,544	20%	555,612	491,202	64,410	13%	
37 Supplies	889,111	638,236	250,875	39%	2,090,831	1,854,565	236,266	13%	
38 Rent & Leases	23,489	15,769	7,720	49%	76,623	47,308	29,315	62%	
39 Repairs & Maintenance	55,681	71,698	(16,017)	-22%	162,507	205,233	(42,726)	-21%	
40 Utilities	36,467	38,934	(2,467)	-6%	119,734	111,589	8,145	7%	
41 Insurance	38,071	38,355	(284)	-1%	115,707	115,065	642	1%	
42 Depreciation & Amortization	226,911	215,721	11,190	5%	650,882	618,279	32,603	5%	
43 Interest	108,725	105,433	3,292	3%	312,362	308,779	3,583	1%	
44 Other	157,609	178,161	(20,552)	-12%	480,545	507,596	(27,051)	-5%	
45 Total Operating Expenses	4,276,079	4,109,390	166,689	4%	11,923,037	11,897,165	25,872	0%	
46 Operating Revenue Less Expenses	(162,016)	(959,942)	797,926	83%	(1,211,564)	(1,413,221)	201,657	14%	
Non-Operating Income									
48 Interest Income	51,039	81,246	(30,207)	-37%	150,534	129,571	20,963	16%	
49 Tax Revenue	706,902	667,821	39,081	6%	794,999	789,732	5,267	1%	
50 Donations	-	-	-	-	750,559	-	750,559	-	
51 Total Non-Operating Income	757,941	749,067	8,874	1%	1,696,092	919,303	776,789	84%	
52 Total Revenue Less Total Expenses	\$ 595,925	\$ (210,875)	\$ 806,800	383%	\$ 484,528	\$ (493,918)	\$ 978,446	198%	

The implementation of GASB 96 in 2023 has resulted in an increase of Depreciation and Interest Expense with a reduction of Purchase Service expenses.

Pagosa Springs Medical Center

Income Statement Comparison --- March 31, 2025								Page 2
	Current Month				Year-to-Date			
	2025	2024	Difference	Variance	2025	2024	Difference	Variance
Revenue								
2								
7	Total In-patient Revenue	183,048	169,548	13,500	8%	436,733	474,197	(37,464) -8%
17	Total Out-patient Revenue	6,971,826	5,704,018	1,267,808	22%	19,110,809	17,075,526	2,035,283 12%
18	Professional Fees	655,025	561,351	93,674	17%	1,787,257	1,672,744	114,513 7%
19	Total Patient Charges	7,809,899	6,434,917	1,374,982	21%	21,334,799	19,222,467	2,112,332 11%
20	Revenue Deductions & Bad Debt							
21	Contractual Allowances	4,668,340	3,834,929	833,411	22%	11,721,476	10,335,734	1,385,742 13%
22	Charity	60,135	30,327	29,808	98%	122,342	69,529	52,813 76%
23	Bad Debt	(431,267)	(153,223)	(278,044)	181%	271,351	79,676	191,675 241%
24	Provider Fee & Other	(324,148)	(332,565)	8,417	-3%	(971,428)	(998,347)	26,919 -3%
25	Total Revenue Deductions & Bad Debt	3,973,060	3,379,468	593,592	18%	11,143,741	9,486,592	1,657,149 17%
26	Total Net Patient Revenue	3,836,839	3,055,449	781,390	26%	10,191,058	9,735,875	455,183 5%
27	Grants	124,730	96,447	28,283	29%	170,015	155,976	14,039 9%
28	HHS Stimulus Other Revenue	-	-	-	-	-	-	-
29	COVID PPP Loan Forgiveness	-	-	-	-	-	-	-
30	Other Operating Income - Misc	152,494	289,745	(137,251)	-47%	350,400	506,037	(155,637) -31%
31	Total Net Revenues	4,114,063	3,441,641	672,422	20%	10,711,473	10,397,888	313,585 3%
32	Operating Expenses							
33	Salary & Wages	1,998,165	1,970,121	28,044	1%	5,826,790	5,614,068	212,722 4%
34	Benefits	337,790	349,623	(11,833)	-3%	992,754	819,876	172,878 21%
35	Professional Fees/Contract Labor	199,427	161,278	38,149	24%	538,690	523,568	15,122 3%
36	Purchased Services	204,633	216,502	(11,869)	-5%	555,612	664,309	(108,697) -16%
37	Supplies	889,111	504,059	385,052	76%	2,090,831	1,605,354	485,477 30%
38	Rent & Leases	23,489	4,901	18,588	379%	76,623	25,960	50,663 195%
39	Repairs & Maintenance	55,681	50,082	5,599	11%	162,507	151,060	11,447 8%
40	Utilities	36,467	39,559	(3,092)	-8%	119,734	141,493	(21,759) -15%
41	Insurance	38,071	36,585	1,486	4%	115,707	111,215	4,492 4%
42	Depreciation & Amortization	226,911	180,580	46,331	26%	650,882	532,113	118,769 22%
43	Interest	108,725	84,461	24,264	29%	312,362	247,562	64,800 26%
44	Other	157,609	145,631	11,978	8%	480,545	413,922	66,623 16%
45	Total Operating Expenses	4,276,079	3,743,382	532,697	14%	11,923,037	10,850,500	1,072,537 10%
46	Operating Revenue Less Expenses	(162,016)	(301,741)	139,725	46%	(1,211,564)	(452,612)	(758,952) -168%
47	Non-Operating Income							
48	Interest Income	51,039	60,446	(9,407)	-16%	150,534	179,071	(28,537) -16%
49	Tax Revenue	706,902	689,203	17,699	3%	794,999	761,478	33,521 4%
50	Donations	-	-	-	-	750,559	-	750,559
51	Total Non-Operating Income	757,941	749,649	8,292	1%	1,696,092	940,549	755,543 80%
52	Total Revenue Less Total Expenses	\$ 595,925	\$ 447,908	\$ 148,017	33%	\$ 484,528	\$ 487,937	(3,409) -1%

The implementation of GASB 96 in 2023 has resulted in an increase of Depreciation and Interest Expense with a reduction of Purchase Service expenses.

Pagosa Springs Medical Center

Balance Sheet -- March 31, 2025

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 2,306,023	\$ 2,659,636	Accts Payable - System	\$ 1,290,868	\$ 1,179,122
COLO Trust	1,831,768	1,824,935	Accrued Expenses	827,761	574,712
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	511,140	(88,555)
Bond Funds - 2016 Bonds (UMB)	679	676	Wages & Benefits Payable	2,511,215	2,265,324
Bond Funds - 2021 (UMB)	5,094,677	4,385,136	Deferred Revenue	1,471,652	2,175,855
CSIP Investments	4,434,092	4,417,551	COVID PPP Short Term Loan	-	-
Escrow - UMB	-	-	Relief Fund Liability	-	-
COVID PPP	-	-	Medicare Accelerated Pmt Liab	-	-
Relief Fund Cash Restricted	-	-	Current Portion of GASB 87 and 96 Liabilities	323,741	322,507
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 S Pagosa	130,000	130,000
Total Cash	14,545,970	14,166,665	Current Portion of LT Debt-2021	450,000	450,000
			Current Portion of LT Debt-2016	235,000	235,000
			Total Current Liabilities	7,751,377	7,243,965
Accounts Receivable					
Patient Revenue - Net	5,073,279	4,153,418	Long-Term Liabilities		
Other Receivables	1,959,661	2,522,007	Leases Payable - 75 S Pagosa	1,925,000	1,925,000
Total Accounts Receivable	7,032,940	6,675,425	GASB 87 and 96 Capital Leases	4,665,353	4,730,462
Inventory	2,107,681	2,079,513	Bond Premium (Net) - 2006 Def Outflows	162,376	163,488
			Bond Premium (Net) - 2016	107,479	107,903
			Bond Premium (Net) - 2021	607,591	611,563
Total Current Assets	23,686,591	22,921,603	Bonds Payable - 2021	6,580,000	6,580,000
			Bonds Payable - 2006	-	-
Fixed Assets			Bonds Payable - 2016	8,560,000	8,560,000
Property Plant & Equip (Net)	20,437,196	20,350,144	Total Long-Term Liabilities	22,607,799	22,678,416
GASB 87 & 96 Assets (Net)	3,847,776	3,912,793	Net Assets		
Work In Progress	3,987,512	3,831,562	Un-Restricted	22,409,901	22,409,901
Land	704,021	704,021	Current Year Net Income/Loss	484,528	(111,397)
Total Fixed Assets	28,976,505	28,798,520	Total Un-Restricted	22,894,429	22,298,504
Other Assets					
Prepads & Other Assets	590,509	500,762	Restricted	-	-
Total Other Assets	590,509	500,762	Total Net Assets	22,894,429	22,298,504
Total Assets	\$ 53,253,605	\$ 52,220,885	Total Liabilities & Net Assets	\$ 53,253,605	\$ 52,220,885

The implementation of GASB 96 in 2023 resulted in an increase in Fixed Assets and Long and Short Term Liabilities

Pagosa Springs Medical Center

Monthly Trends														Page 4
Activity	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	YTD Total
2 In-Patient Admissions	12	13	9	14	19	19	21	17	12	14	19	19	13	51
3 In-Patient Days	43	33	20	33	41	44	60	47	16	31	24	29	40	93
4 Avg Stay Days (In-patients)	3.6	2.5	2.2	2.4	2.2	2.3	2.9	2.8	1.3	2.2	1.3	1.5	3.1	1.8
8 Average Daily Census	1.4	1.1	0.7	1.1	1.3	1.4	2.0	1.5	0.5	1.0	0.8	1.0	1.3	1.0
Statistics														
9 E/R visits	598	566	685	681	727	739	670	638	635	800	631	610	680	1,921
10 Observ Hours	1,159	542	806	478	1,064	1,297	838	960	1,132	1,019	1,038	1,244	1,450	3,732
11 Lab Tests	6,551	6,313	6,647	5,897	6,923	6,701	6,557	7,020	6,671	6,838	6,948	6,361	7,085	20,394
12 Radiology/CT/MRI Exams	1,583	1,516	1,540	1,459	1,814	1,707	1,483	1,806	1,304	1,970	1,578	1,594	1,710	4,882
14 OR Cases	94	106	115	98	89	83	99	107	93	93	84	89	105	278
15 Clinic Visits	1,980	1,923	1,970	1,637	1,648	1,885	1,637	2,112	1,614	1,786	2,014	1,900	2,017	5,931
16 Spec. Clinic Visits	18	35	59	33	46	45	103	51	50	54	57	60	39	156
17 Oncology Clinic Visits	98	126	133	70	104	97	97	86	93	104	112	96	102	310
18 Oncology/Infusion Patients	188	115	229	242	323	283	317	267	275	303	219	260	307	786
19 EMS Transports	108	60	86	118	114	113	108	117	112	122	138	81	99	318
20 Total Stats	12,377	11,302	12,270	10,401	12,852	12,950	11,909	13,164	11,979	13,089	12,830	12,295	13,594	38,708

Pagosa Springs Medical Center - - - **Statistical Review**

Statistical Review									Page 5	
2025	March			March			March Prior Y-T-D			
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance
1 In-Patient										
2 Admissions:										
3 Acute	13	17	(4)	51	48	3	51	43	8	19%
4 Swing Bed	-	-	-	-	-	-	-	-	-	-
5 Total	13	17	(4)	51	48	3	51	43	8	19%
7 Patient Days:										
8 Acute	40	43	(3)	93	120	(27)	93	125	(32)	-26%
9 Swing Bed	-	-	-	-	-	-	-	-	-	-
10 Total	40	43	(3)	93	120	(27)	93	125	(32)	-26%
12 Average Daily Census:										
13 # Of Days	31	31		90	90		90	91		
14 Acute	1.3	1.4	(0.1)	1.0	1.3	(0.3)	1.0	1.4	(0.3)	-25%
15 Swing Bed	-	-	-	-	-	-	-	-	-	-
16 Total	1.3	1.4	(0.1)	1.0	1.3	(0.3)	1.0	1.4	(0.3)	-25%
18 Length of Stay:										
19 Acute	3.1	2.5	0.5	1.8	2.5	(0.7)	1.8	2.9	(1.1)	-37%
20 Swing Bed	-	-	-	-	-	-	-	-	-	0%
21 Total	3.1	2.5	0.5	1.8	2.5	(0.7)	1.8	2.9	(1.1)	-37%
33 Out-Patient										
34 Out-Patient Visits										
35 E/R Visits	680	660	20	1,921	1,977	(56)	1,921	1,776	145	8%
36 Observ admissions	53	38	15	149	114	35	149	136	13	10%
37 Lab Tests	7,085	6,619	466	20,394	19,815	579	20,394	19,784	610	3%
38 Radiology/CT/MRI Exams/M	1,710	1,691	19	4,882	5,063	(181)	4,882	4,813	69	1%
39 OR Cases	105	140	(35)	278	420	(142)	278	284	(6)	-2%
40 Clinic Visits	2,017	2,199	(182)	5,931	6,583	(652)	5,931	5,723	208	4%
41 Spec. Clinic Visits	39	92	(53)	156	274	(118)	156	81	75	93%
42 Oncology Clinic Visits	102	96	6	320	287	33	320	340	(20)	-6%
43 Oncology/Infusion Patients	307	248	59	786	742	44	786	586	200	34%
44 EMS Transports	99	103	(4)	318	308	10	318	284	34	12%
45 Total	12,197	11,886	311	35,135	35,583	(448)	35,135	33,807	1,328	4%

Pagosa Springs Medical Center											
Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 31, 2025											
2 Medicare	\$ 3,151,549	\$ 387,928	\$ 144,372	\$ 83,784	\$ 59,603	\$ 51,750	\$ 232,378	\$ 4,111,364	33%	Page 6	
3 Medicaid	\$ 538,630	\$ 107,385	\$ 18,259	\$ 27,277	\$ 27,068	\$ 23,748	\$ 185,141	\$ 927,508	7%		
4 Third Party	\$ 1,799,785	\$ 537,656	\$ 220,919	\$ 87,455	\$ 133,079	\$ 122,836	\$ 494,240	\$ 3,395,970	27%		
5 Self-Pay	\$ 388,152	\$ 398,740	\$ 503,589	\$ 355,243	\$ 525,832	\$ 298,913	\$ 1,491,891	\$ 3,962,360	32%		
Current Month Total	\$ 5,878,116	\$ 1,431,709	\$ 887,139	\$ 553,759	\$ 745,582	\$ 497,247	\$ 2,403,650	\$ 12,397,202	100%	289,678	
Pct of Total	47%	12%	7%	4%	6%	4%	19%	100%			
Feb-25 Pct of Total	\$ 5,935,029	\$ 1,445,312	\$ 682,201	\$ 898,763	\$ 621,321	\$ 308,121	\$ 2,580,511	\$ 12,471,258	100%	149,150	
Jan-25 Pct of Total	\$ 5,068,971	\$ 1,305,124	\$ 973,961	\$ 777,031	\$ 472,520	\$ 378,367	\$ 2,458,458	\$ 11,434,432	100%	331,283	
Dec-24 Pct of Total	\$ 5,319,743	\$ 1,598,544	\$ 909,266	\$ 579,703	\$ 559,746	\$ 384,342	\$ 2,563,856	\$ 11,915,200	100%	312,505	
Nov-24 Pct of Total	\$ 5,041,955	\$ 942,675	\$ 702,565	\$ 632,660	\$ 619,716	\$ 376,424	\$ 2,168,293	\$ 10,484,288	100%	223,749	
Oct-24 Pct of Total	\$ 5,410,175	\$ 1,342,098	\$ 895,631	\$ 514,484	\$ 618,148	\$ 364,283	\$ 2,428,748	\$ 11,573,567	100%	114,647	
Sep-24 Pct of Total	\$ 5,336,881	\$ 1,545,826	\$ 660,113	\$ 801,160	\$ 504,361	\$ 385,052	\$ 2,430,015	\$ 11,663,408	100%	166,526	
Aug-24 Pct of Total	\$ 5,398,392	\$ 1,267,909	\$ 941,782	\$ 562,535	\$ 502,383	\$ 410,323	\$ 2,371,609	\$ 11,454,933	100%	255,891	
Jul-24 Pct of Total	\$ 5,507,513	\$ 1,647,105	\$ 918,469	\$ 644,364	\$ 543,418	\$ 410,560	\$ 2,339,334	\$ 12,010,764	100%	185,572	
Jun-24 Pct of Total	\$ 5,629,904	\$ 1,537,357	\$ 787,921	\$ 717,968	\$ 578,896	\$ 459,480	\$ 2,222,990	\$ 11,934,516	100%	305,775	
May-24 Pct of Total	\$ 4,839,653	\$ 1,099,638	\$ 905,534	\$ 690,343	\$ 663,774	\$ 338,675	\$ 2,200,281	\$ 10,737,898	100%	401,030	
Apr-24 Pct of Total	\$ 4,505,943	\$ 1,549,541	\$ 1,079,814	\$ 894,665	\$ 562,615	\$ 282,622	\$ 2,280,611	\$ 11,155,811	100%	284,663	
Mar-24 Pct of Total	\$ 5,059,591	\$ 1,408,458	\$ 1,082,949	\$ 715,465	\$ 485,454	\$ 352,812	\$ 2,341,176	\$ 11,445,905	100%	305,544	
Feb-24 Pct of Total	\$ 4,965,411	\$ 1,409,644	\$ 782,310	\$ 607,945	\$ 488,055	\$ 355,262	\$ 2,382,519	\$ 10,991,146	100%	407,438	
Jan-24 Pct of Total	\$ 5,317,052	\$ 1,163,491	\$ 819,931	\$ 591,365	\$ 478,430	\$ 436,820	\$ 2,215,766	\$ 11,022,855	100%	367,168	
Dec-23 Pct of Total	\$ 4,828,604	\$ 1,238,153	\$ 729,575	\$ 604,342	\$ 617,616	\$ 525,914	\$ 2,209,207	\$ 10,753,411	100%	202,845	
Nov-23 Pct of Total	\$ 5,041,955	\$ 942,675	\$ 702,565	\$ 632,660	\$ 619,716	\$ 376,424	\$ 2,168,293	\$ 10,484,288	100%	223,749	

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 31, 2025

		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
Oct-23 Pct of Total	\$ 5,276,718 49%	\$ 1,175,416 12%	\$ 781,816 8%	\$ 739,447 5%	\$ 494,084 4%	\$ 353,225 3%	\$ 2,101,803 19%	\$ 10,922,509 100%			209,769
Sep-23 Pct of Total	\$ 5,357,429 49%	\$ 1,364,191 12%	\$ 829,226 8%	\$ 571,432 5%	\$ 437,907 4%	\$ 314,760 3%	\$ 2,112,322 19%	\$ 10,987,267 100%		161,484	Page 7
Aug-23 Pct of Total	\$ 5,791,813 52%	\$ 1,310,432 12%	\$ 705,237 6%	\$ 499,128 4%	\$ 347,251 3%	\$ 331,541 3%	\$ 2,188,265 20%	\$ 11,173,667 100%			294,367
Jul-23 Pct of Total	\$ 5,195,855 47%	\$ 1,750,827 16%	\$ 922,811 8%	\$ 484,274 4%	\$ 416,696 4%	\$ 338,589 3%	\$ 1,881,363 17%	\$ 10,990,415 100%			262,515
Jun-23 Pct of Total	\$ 5,512,522 50%	\$ 1,195,087 11%	\$ 537,000 5%	\$ 531,450 5%	\$ 583,696 5%	\$ 409,956 4%	\$ 2,213,524 20%	\$ 10,983,235 100%			169,493
May-23 Pct of Total	\$ 5,727,512 50%	\$ 1,086,665 9%	\$ 730,974 6%	\$ 686,873 6%	\$ 574,251 5%	\$ 322,203 3%	\$ 2,335,486 20%	\$ 11,463,964 100%			149,612
Apr-23 Pct of Total	\$ 4,649,144 43%	\$ 1,340,245 12%	\$ 887,732 8%	\$ 744,066 7%	\$ 390,670 4%	\$ 383,149 4%	\$ 2,391,747 22%	\$ 10,786,753 100%			118,155
Mar-23 Pct of Total	\$ 5,487,671 48%	\$ 1,397,788 12%	\$ 1,008,260 9%	\$ 492,549 4%	\$ 442,994 4%	\$ 507,208 4%	\$ 2,182,723 19%	\$ 11,519,193 100%			146,612
Feb-23 Pct of Total	\$ 5,248,449 46%	\$ 1,682,584 15%	\$ 760,575 7%	\$ 468,388 4%	\$ 607,923 5%	\$ 437,374 4%	\$ 2,190,121 19%	\$ 11,395,414 100%			102,197
Jan-23 Pct of Total	\$ 5,123,357 48%	\$ 1,248,805 12%	\$ 614,514 6%	\$ 745,873 7%	\$ 482,283 4%	\$ 273,204 3%	\$ 2,257,741 21%	\$ 10,745,777 100%			141,264
12 Pct Settled (Current)		75.9%	38.6%	18.8%	17.0%	20.0%	-680.1%				
13 Pct Settled (Feb from Jan)		71.5%	47.7%	7.7%	20.0%	34.8%	-582.0%				
14 Pct Settled (Jan from Dec)		75.5%	39.1%	14.5%	18.5%	32.4%	-539.7%				
15 Pct Settled (Dec from Nov)		68.3%	3.5%	17.5%	11.5%	38.0%	-581.1%				
16 Pct Settled (Nov from Oct)		82.6%	47.7%	29.4%	-20.5%	39.1%	-495.2%				

Pagosa Springs Medical Center
Charges by Financial Class
March 31, 2025

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Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	29,340.94	29,340.94	0.38%
Blue Cross	10,002.90	979,880.96	989,883.86	12.67%
Champus	-	45,006.70	45,006.70	0.58%
Commercial Insurance	32,784.09	910,946.39	943,730.48	12.08%
Medicaid	17,391.21	881,938.98	899,330.19	11.52%
Medicare	124,706.18	2,906,089.59	3,030,795.77	38.81%
Medicare HMO	18,144.70	1,150,554.93	1,168,699.63	14.96%
Self Pay	-	309,494.86	309,494.86	3.96%
Self Pay - Client Billing	-	5,849.89	5,849.89	0.07%
Veterans Administration	16,668.90	315,343.50	332,012.40	4.25%
Workers Compensation	-	55,754.52	55,754.52	0.71%
Total	219,697.98	7,590,201.26	7,809,899.24	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/24	12/31/23	12/31/22	12/31/21	12/31/20	12/31/19 %	12/31/18	12/31/17 %	12/31/16
					% YTD	YTD	% YTD	YTD	% YTD				
Auto/Liability Insurance	-	235,757.22	235,757.22	1.11%	1.06%	1.12%	1.02%	1.41%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	18,886.10	2,780,624.41	2,799,510.51	13.12%	11.26%	10.88%	10.30%	11.40%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	-	121,753.78	121,753.78	0.57%	0.53%	0.60%	0.91%	0.95%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	63,455.39	2,564,596.62	2,628,052.01	12.32%	12.97%	13.23%	11.31%	12.12%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	31,466.41	2,623,583.01	2,655,049.42	12.44%	14.00%	15.53%	17.07%	17.50%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	230,138.06	7,680,869.80	7,911,007.86	37.08%	35.91%	35.37%	36.26%	36.51%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	137,942.75	3,121,464.62	3,259,407.37	15.28%	15.69%	14.65%	14.99%	11.01%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	12,991.70	793,922.64	806,914.34	3.78%	3.95%	3.31%	3.22%	3.95%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	14,769.07	14,769.07	0.07%	0.08%	0.15%	0.27%	0.36%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	16,668.90	763,774.12	780,443.02	3.66%	3.61%	4.43%	3.76%	3.76%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	122,134.22	122,134.22	0.57%	0.95%	0.74%	0.88%	1.03%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	511,549.31	20,823,249.51	21,334,798.82	100.00%	99.97%								
Blank											0.00%		
HMO (Health Maint Org)											0.03%		
Total											100.00%	100.00%	100.03%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

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	Mar-25
Cash Flows from operating activities	
Change in net assets	595,925
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	226,911
Patient accounts receivable	(919,861)
Accounts payable and wages payable	357,636
Accrued liabilities	253,049
Pre-paid assets	(89,747)
Deferred revenues	(704,203)
Other receivables	562,346
Reserve for third party settlement	599,695
Inventory	(28,168)
Net Cash Provided by (used in) operating activities	<hr/> 853,583
Cash Flows from investing activities	
Purchase of property and equipment	(254,453)
Work in progress	(155,950)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	<hr/> (410,403)
Cash Flows from financing activities	
Principal payments on long-term debt	-
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Recognize Amounts from Relief Fund	-
Payments/Proceeds from Medicare Accelerated Payment	-
Change in Prior Year Net Assets	-
Change in leases payable	(63,875)
Net Cash Provided by (used in) financing activities	<hr/> (63,875)
Net Increase(Decrease) in Cash	379,305
Cash Beginning of Month	14,166,665
Cash End of Month	14,545,970

2025 Cash						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-25	\$2,985,514.00	\$3,021,404.11	\$35,890.11	101.20%	\$ 104,376.51	\$3,125,780.62
Feb-25	\$2,789,945.00	\$2,668,349.02	(\$121,595.98)	95.64%	\$ 866,947.44	\$3,535,296.46
Mar-25	\$3,036,524.56	\$3,226,924.97	\$190,400.41	106.27%	\$ 211,079.88	\$3,438,004.85
Apr-25						
May-25						
Jun-25						
Jul-25						
Aug-25						
Sep-25						
Oct-25						
Nov-25						
Dec-25						
	\$8,811,983.56	\$8,916,678.10	\$104,694.54	101.19%	\$ 1,182,403.83	\$10,099,081.93

2024 Revenue				
Month	Revenue Goal	Actual Revenue	Variance	% Generated
Jan-25	\$ 7,424,679.00	\$ 6,551,119.00	\$ (873,560.00)	88.23%
Feb-25	\$ 7,032,100.00	\$ 6,973,780.00	\$ (58,320.00)	99.17%
Mar-25	\$ 7,275,008.00	\$ 7,809,899.00	\$ 534,891.00	107.35%
Apr-25				
May-25				/
Jun-25				
Jul-25				
Aug-25				
Sep-25				
Oct-25				
Nov-25				
Dec-25				
Totals	\$ 21,731,787.00	\$ 21,334,798.00	\$ (396,989.00)	98.17%



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, CORINNE REED
April 22, 2025**

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

II. STATEMENT OF THE MEDICAL STAFF'S RECOMMENDATIONS FOR THE USJHSD BOARD ACCEPTANCE OF PROVIDER PRIVILEGES (ACCEPTANCE BY THE BOARD RESULTS IN THE GRANT OF PRIVILEGES):

NAME	INITIAL/REAPPOINT/CHANGE	TYPE OF PRIVILEGES	SPECIALTY
Ryan Albritton, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Ira Chang, MD	Reappointment	Telemedicine/Teleneurology	Neurology
Chad Gray, MD	Reappointment	Courtesy/Emergency Medicine & Family Medicine	Family Medicine
Adam Williams, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19

Courtesy: 19

Telemedicine: 141

Advanced Practice Providers & Behavioral Health Providers: 16

Honorary: 2

Total: 197



MINUTES OF REGULAR BOARD MEETING

Tuesday, March 25, 2025, at 5:00 PM

The Board Room

95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held its regular board meeting on March 25, 2025, at PSMC, Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Teams video communications.

Director’s Present: Chair Kate Alfred, Director Kathy Campbell, Director Barbara Parada, Director Jason Cox, Director Mark Floyd.

Board members present via Teams:

Board members present via telephone: none

1) **CALL TO ORDER**

- a) Call for quorum: Chair Alfred called the meeting to order at 5:00 p.m. MDT and Clerk to the Board, Antoinette Martinez, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: None.
- c) Approval of the Agenda: Director Mark Floyd motioned to approve the agenda with no changes. Director Barbara Parada seconded; the Board unanimously approved the agenda.

2) **PUBLIC COMMENT**

None

3) **PRESENTATIONS** *EMS – Plan for Highway 160 Construction by EMS Chief Jason Webb*

4) **REPORTS**

- a) Oral Reports
 - i) Chair Report
 - No Report
 - ii) CEO Report

CEO Webb advised of the following update:

- I received a letter in my personal mail from the family of a patient we assisted, both through EMS and inpatient care. They expressed their heartfelt gratitude for the care provided.
- The emergency department has had more trauma cases in 2025 than in 2024 [clarification: for the same time period].
- The future of Medicaid remains uncertain, as both federal and state authorities have yet to make a final decision about what funding will be cut. Our CFO has proactively reached out to CHA through the Vice President of Revenue to calculate what is the

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

worst-case scenario we may face with potential cuts to Medicaid funding.

- Since the introduction of the pulmonary function testing service line, there has been a significant increase in demand. As a result, we are currently experiencing a waiting list and are in the process of expanding our staffing to accommodate the growing need.
- We are in the process of applying for a DOLA grant and, if awarded the grant, will help cover a portion of the costs for the emergency department remodel. The primary goal of the emergency department remodel is to enhance both patient and employee safety and efficiency.
- We have submitted an application for a congressionally directed spending grant, though it remains a longshot. If granted, the funds would help offset the cost of a back-up generator to expand our hospital back-up power when utilities are down. It will be at least a year before we get any response to this application.
- The Chief Nursing Officer shared that the results from the quarterly patient survey have been received. Since 2023, hospital patients have expressed that they would likely or certainly recommend PSMC to their family and friends.
- PSMC will host a blood drive on April 2, 2025, in the Boardroom.
- CNO Dan Davis provided an update on the measles outbreak affecting Texas, Oklahoma, and New Mexico, and outlined how patients will be managed according to four key criteria, including procedures to follow if an outbreak occurs here. There were questions asked and answered and CEO Rhonda Webb offered the Board members measles titer tests [a blood test that tests antibodies for measles, mumps and rubella].
- Tom Grinnell, Vice President of Finance for CHA, has graciously offered to attend the April board meeting virtually to share his insights on Medicaid.
- In the March 20 edition of the newspaper, it was announced that Chelle and I will be speaking at the Democratic meeting, as they have reached out to PSMC with concerns regarding Medicaid.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

- No Report

v) Facilities Committee

CAO Bruzzese reported the following:

- The Facilities Committee will meet in April.
- As set forth in the written report, the federal fire inspector is requiring the storage and mechanical rooms in the Medical Wellness Building be equipped with sprinklers and a door will need to be installed at the top of the stairs in the Medical Wellness Building.
- The installation of exterior lighting for the Medical Wellness Building is scheduled for May.
- The completion of the Oxygen Regeneration Building has been temporarily paused as PSMC awaits the delivery of a generator, expected in May. Once the generator arrives, a team will be on-site to install the equipment.
- A video detailing the planned sterile processing renovation in the surgery area was included in the email with the board packet. We aim to hire a contractor by the beginning of May. The equipment to be ordered has a 20-week lead time, which means the renovation is expected to begin in October.
- A list of additional projects, previously approved in the 2025 capital plan budget, is set to begin this summer.

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- Questions asked and answered

vi) Strategic Planning Committee Report

- Board Chair Kate Alfred reported that she and Vice Chair Martin Rose have discussed the potential benefit of holding additional Board committee meetings.

vii) Finance Committee Report

- CFO, Chelle Keplinger, presented and discussed financials for February 2025.
- Questions asked and answered.

b) Written Reports

- i) Medical Staff Report – Chief of Staff, Dr. Corinne Reed, MD.

5) EXECUTIVE SESSION

Director Mark Floyd motioned to enter into executive session. Upon motion seconded by Director Jason Cox, the Board entered into executive session at 6:11 p.m. MDT and the Board Members present unanimously approved, pursuant to C.R.S. Section 24-6-402(f)(i) regarding confidential personnel matters – specifically, the annual evaluation of the CEO who was previously informed of the meeting and agenda item. Board Directors present in executive session were Chair Kate Alfred, Director Barbara Parada, Director Kathy Campbell, Director Jason Cox, and Treasurer Mark Floyd. Executive session adjourned at 6:54 p.m. MDT.

6) DECISION AGENDA

- a) Consideration of Resolution 2025-05 regarding revisions to Board Policies for more frequent (monthly) meetings of the Board Facilities Committee and the Board Strategic Planning Committee.
 - i) After discussion, Director Jason Cox motioned to approve Resolution 2025-05 regarding revisions to Board Policies for more frequent meetings of the Board Facilities Committee and the Board Strategic Planning Committee. The motion was seconded by Director Mark Floyd and of the Board members present, four approved and one abstained.

7) CONSENT AGENDA

Director Mark Floyd motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 02/25/2025, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). The motion was seconded by Director Kathy Campbell, and the Board approved said consent agenda items.

8) OTHER BUSINESS

- None

9) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 6:55 p.m. MDT.

Respectfully submitted by:

Antoinette Martinez, serving as Clerk to the Board

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