



NOTICE OF REGULAR BOARD MEETING OF  
THE UPPER SAN JUAN HEALTH SERVICE DISTRICT  
d/b/a PAGOSA SPRINGS MEDICAL CENTER  
Tuesday, June 22, 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 & MUST WEAR A MASK DURING MEETING**

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: Community Relations 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. Ziegler and CFO C.Keplinger  
(Controller Steve Wagoner will present)

- 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 2021-10](#) regarding approval of retention pay for employees.
- b) Consideration of [Resolution 2021-11](#) regarding authorization of staff to spend up to \$500,000 of CARES Stimulus Funds for oxygen generation.

**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 06/22/2021
- b) Approval of Minutes for the following meeting(s):
  - i) [Regular Meeting of: 05/25/2021](#)
- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.

**7) OTHER BUSINESS**

**8) ADJOURN**

**Finance Committee & CFO Report for the  
USJHSD Board Meeting on June 15, 2021**

This report provides a summary of the discussions of the Board's Finance Committee that met on June 15, 2021.

**1) MAY FINANCIALS**

- a) **Bottom line:** The Finance Committee reviewed the PSMC's May financial statements and PSMC continues to steadily improve its year-to-date financial position. As of the end of May is \$1,130,400 million ahead of budget.
- b) **Income Statement:**
  - i) PSMC budgeted to have a small loss for the month of May and instead had net revenues of approximately \$300,000.
  - ii) Among the factors contributing to the positive May were: gross revenues significantly higher than budget; patient volume trending higher in radiology, lab and EMS; and expenses held slightly below budget.
- c) **Balance Sheet:**
  - i) With respect to refinancing/refunding the 2006 bonds, the proceeds funded into escrow on May 27<sup>th</sup> and the 2006 bonds were paid off on June 1. Hence, May end-of-month appears to have more cash and more liability than we have but this will be rectified on the June end-of-month financials.
  - ii) Regarding the cost of issuance for the 2006 and 2021 bonds:
    - (1) For the original 2006 bonds, the expense for issuance was paid in 2006 but the cost of issuance was amortized over 30 years consistent with the regulations in 2006 (this means that even though the bonds are paid off and the cost to issue the bonds was fully paid in 2006, the cost to issue appears as a liability on the balance sheet that is reduced each year over the 30 years).
    - (2) For the 2021 refunding bonds, approximately \$205,266 of expense for issuance has been paid and it appears on the May Income Statement as part of line 42 as the liability must be amortized entirely during 2021 under current regulations.
  - iii) The balance of cash that has historically been listed on the Balance Sheet as PSMC's 2006 bond reserve funds are now included on the operating cash line of the Balance Sheet.

**2) Federal Payroll Protection Plan (PPP) Loan**

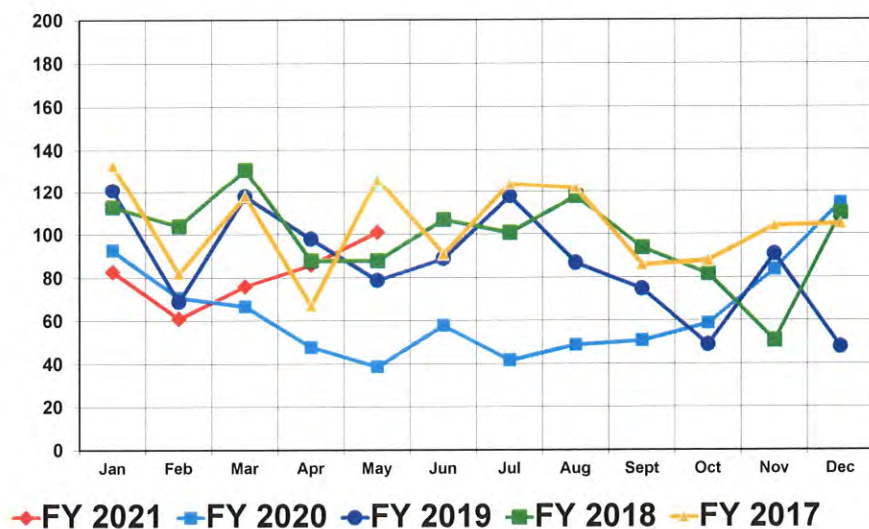
- a) As part of the April 2020 federal stimulus plan during the "Stay At Home" stage early in the COVID pandemic, the federal Small Business Administration offered PPP loans with the opportunity for loan forgiveness if the business continued to employ and compensate employees despite reduced business revenues. 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

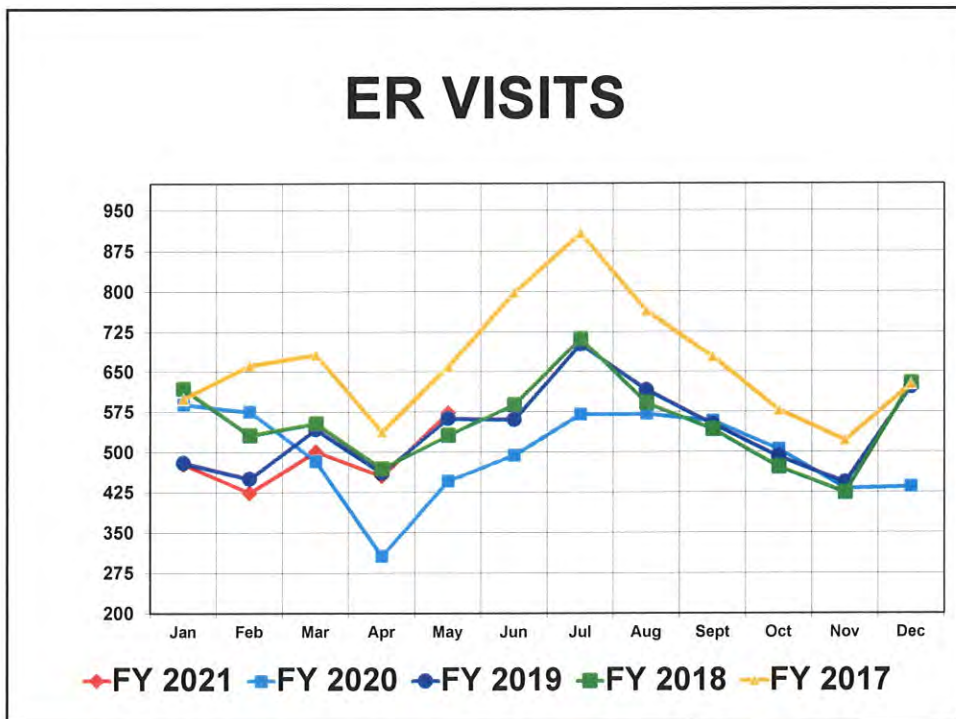
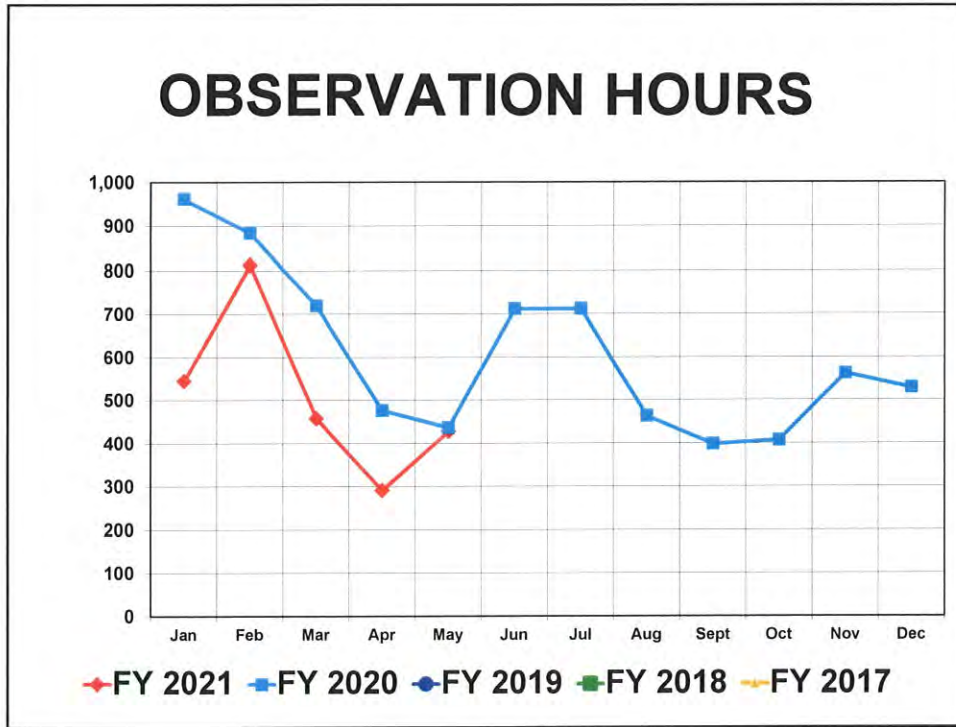
- \$3,740,044.42. On June 8, 2021, the Small Business Administration notified PSMC that its PPP loan has been forgiven.
- b) The forgiveness of the PPP loan will appear on the end-of-month June financials and will increase PSMC's days of cash on hand. In the coming months, PSMC staff will make recommendations 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) **RETENTION PAY:** The Finance Committee stated it "absolutely recommends for the Board to pass the resolution to pay retention pay to employees." The Committee stated that PSMC should pay retention compensation to all employees who are staying with PSMC as every position is important to continued patient care. Retention compensation would be paid to staff in June and in good faith to maintain ongoing loyal staffing at PSMC. The details of the retention pay are detailed in Resolution 2021-10.
  - 4) **OXYGEN CONCENTRATION EQUIPMENT:** The Finance Committee received information about the need for oxygen concentration equipment and that such equipment is necessary for ongoing patient care. As set forth in the Resolution 2021-11, at the time of Finance Committee and at the time the Board packet is issued, an exact invoice is not available so the Finance Committee recommends authorizing staff to purchase Oxygen Concentration Equipment for a cost not to exceed \$500,000.
  - 5) **CARES ACT STIMULUS FUNDING:** The Finance Committee discussed that it appears the federal government will not extend the deadline to 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 (if approved by the Board); oxygen concentration equipment (if approved by the Board); supplies and equipment related to COVID; and reimbursement for certain qualifying COVID compensation paid (e.g., holding vaccine clinics). ***Again, PSMC's use of 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.*** After these expenditures, PSMC will return any remaining CARES Act stimulus funding to the federal government.
  - 6) **FINANCE COMMITTEE MEETING:** The Finance Committee made the following recommendations to the Board of Directors:
    - a. For the Board to accept the May 2021 financials as presented.
    - b. For the Board to approve the proposed resolution to pay PSMC employees retention pay.
    - c. For the Board to approve the proposed resolution for staff to purchase oxygen concentrator equipment.



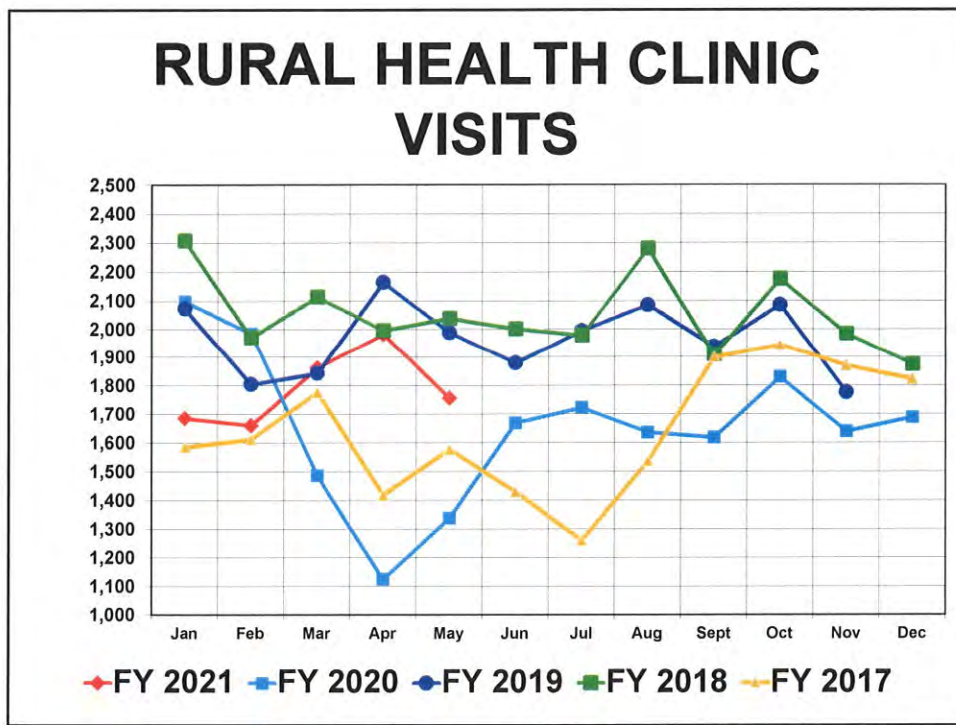
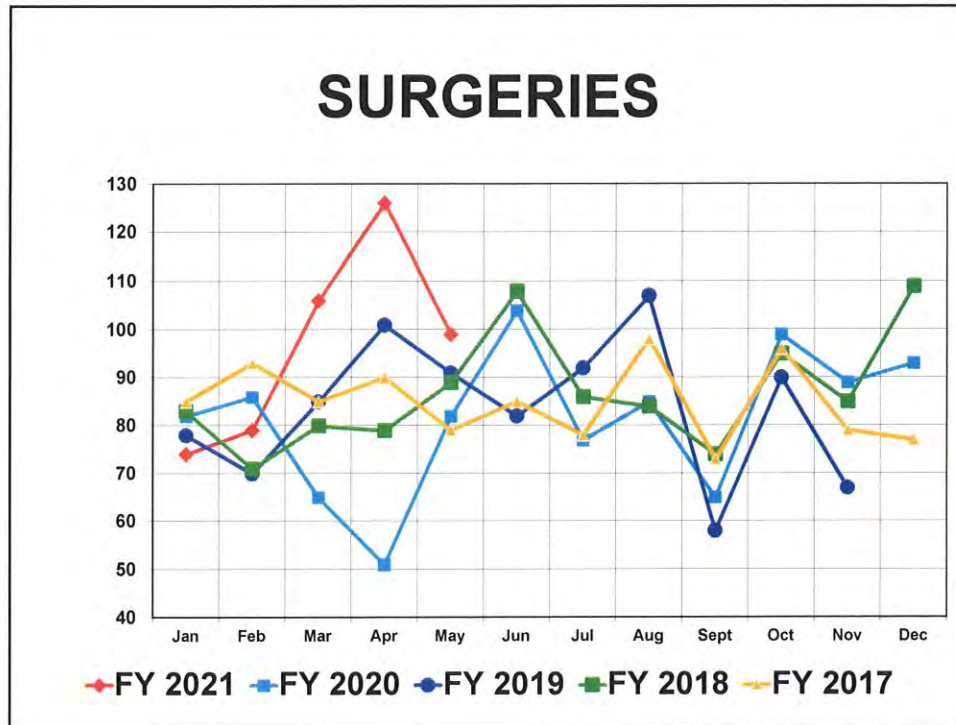
## FINANCIAL PRESENTATION YTD MAY 2021

### PATIENT DAYS

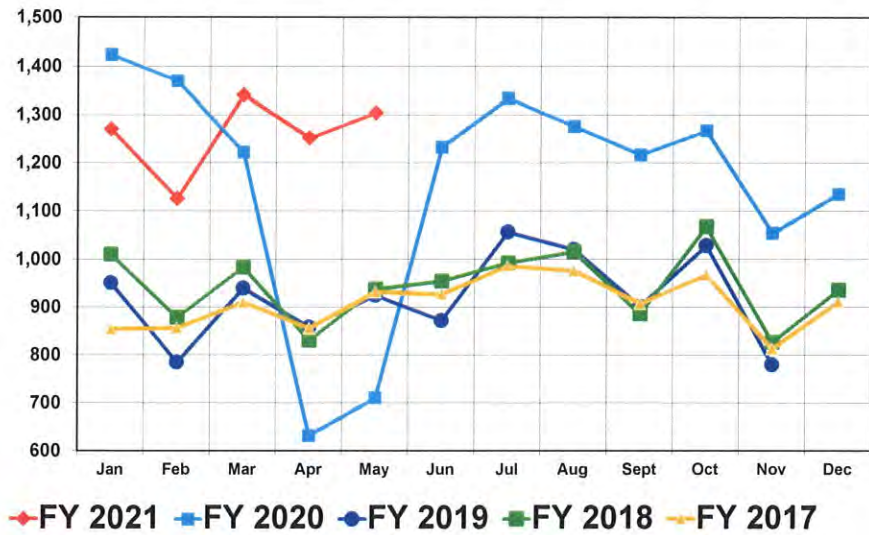








## RADIOLOGY EXAMS

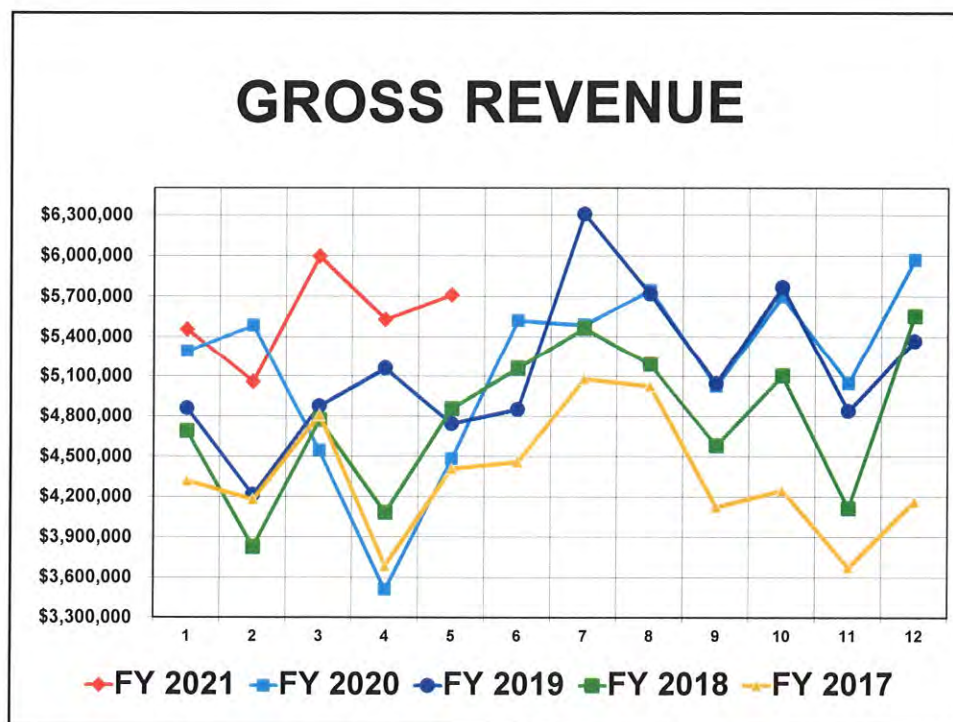
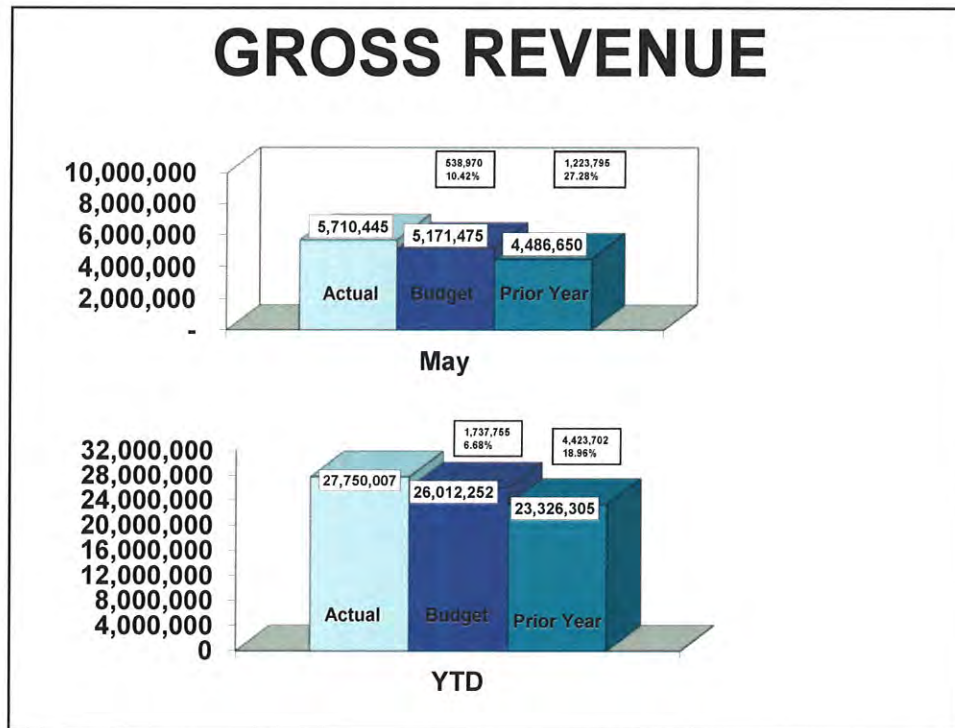


## Summary of Financials

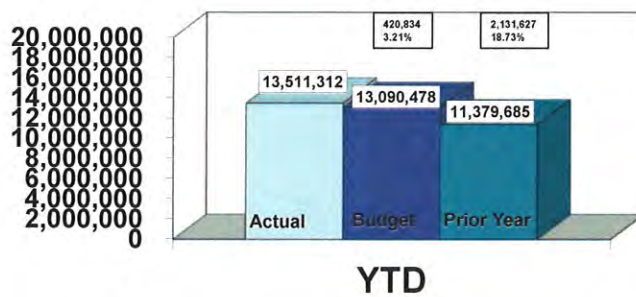
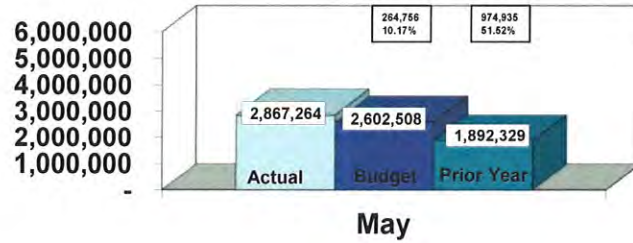
April

Gross Revenue	\$ 5,529,059
Net Revenue	\$ 2,799,928
Expenses	\$ 3,103,605
Grants, 340B and Tax Revenue	\$ 679,766
Grants and 340B and Stimulus	\$ 535,928
Tax Revenue	\$ 143,838
Net Income	\$ 376,089

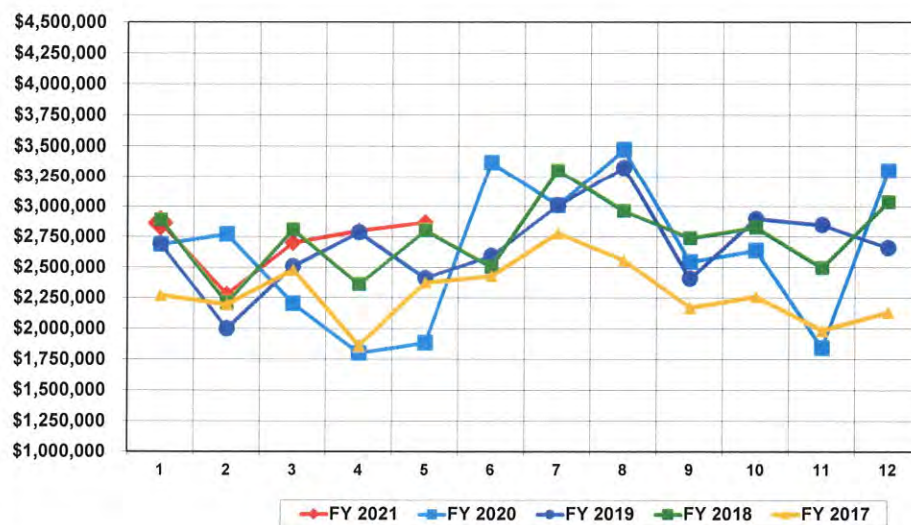


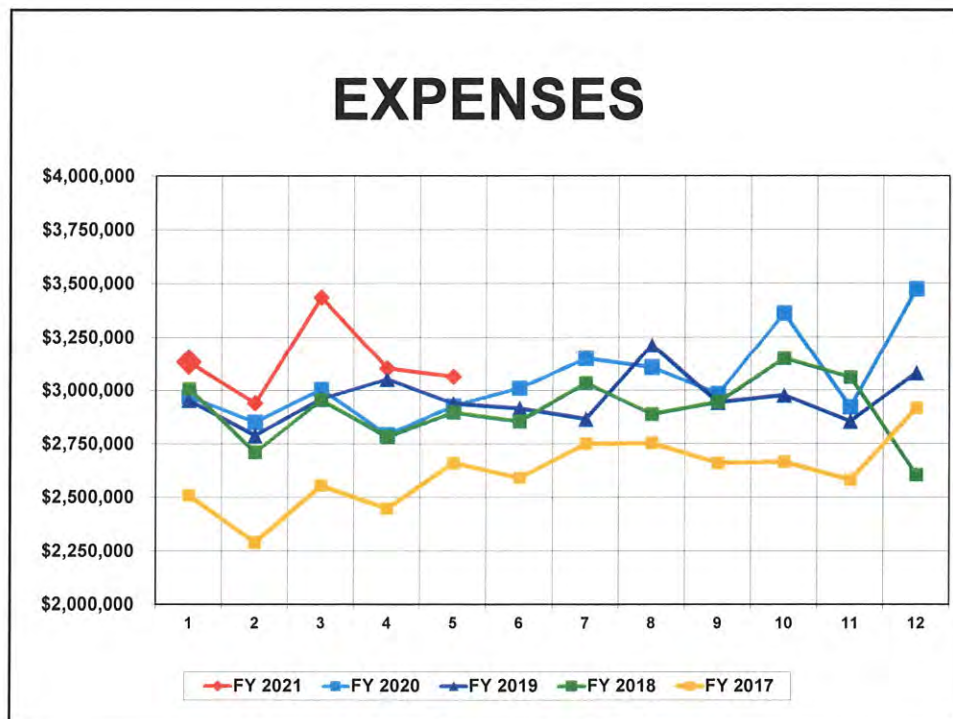
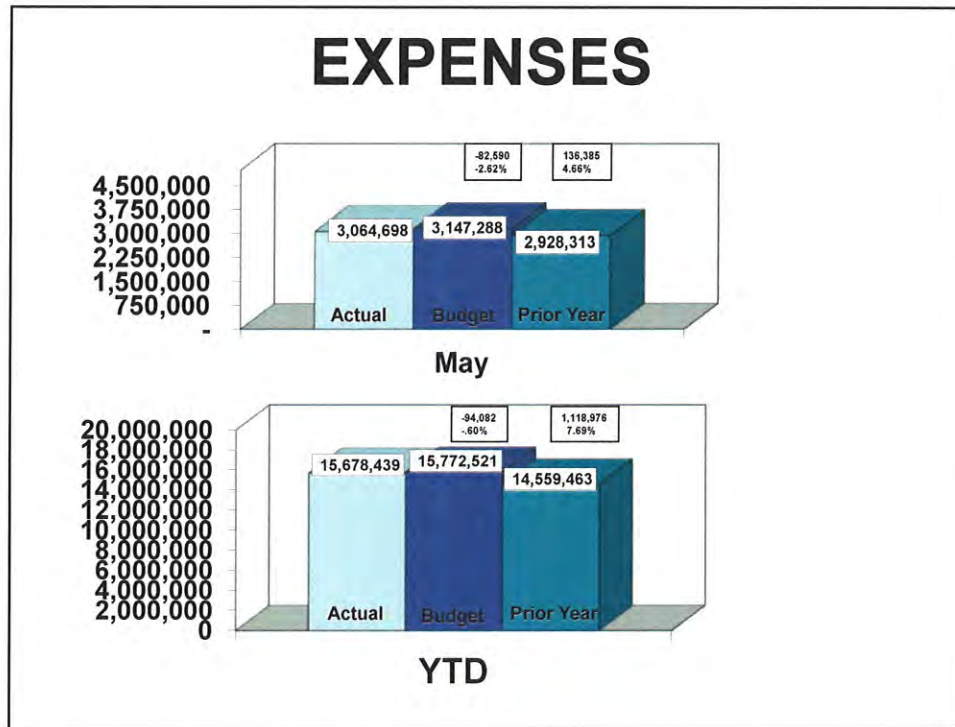


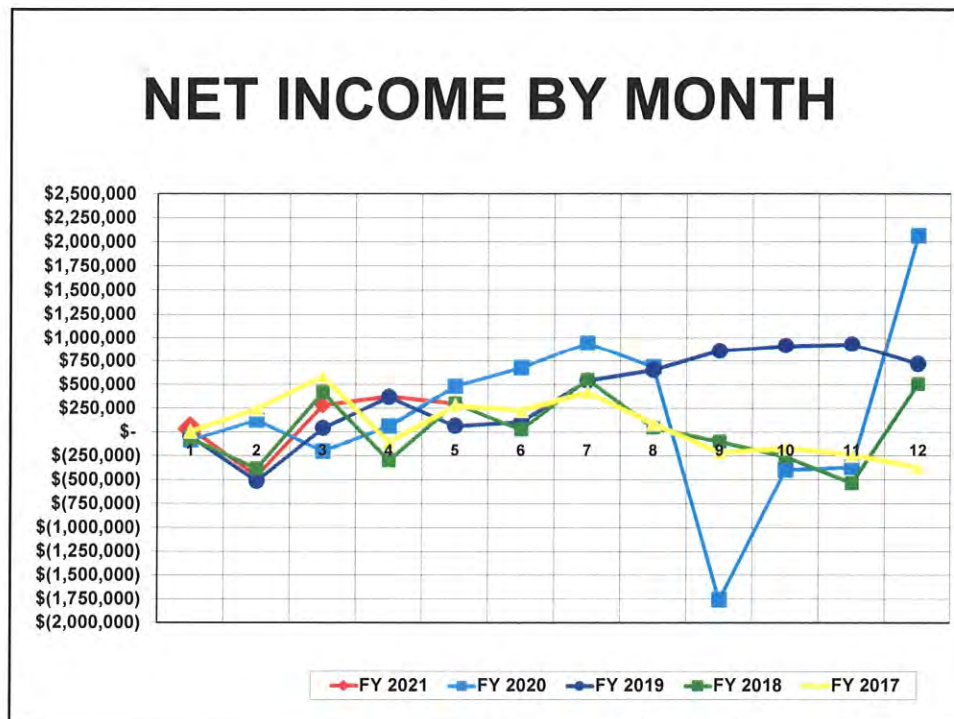
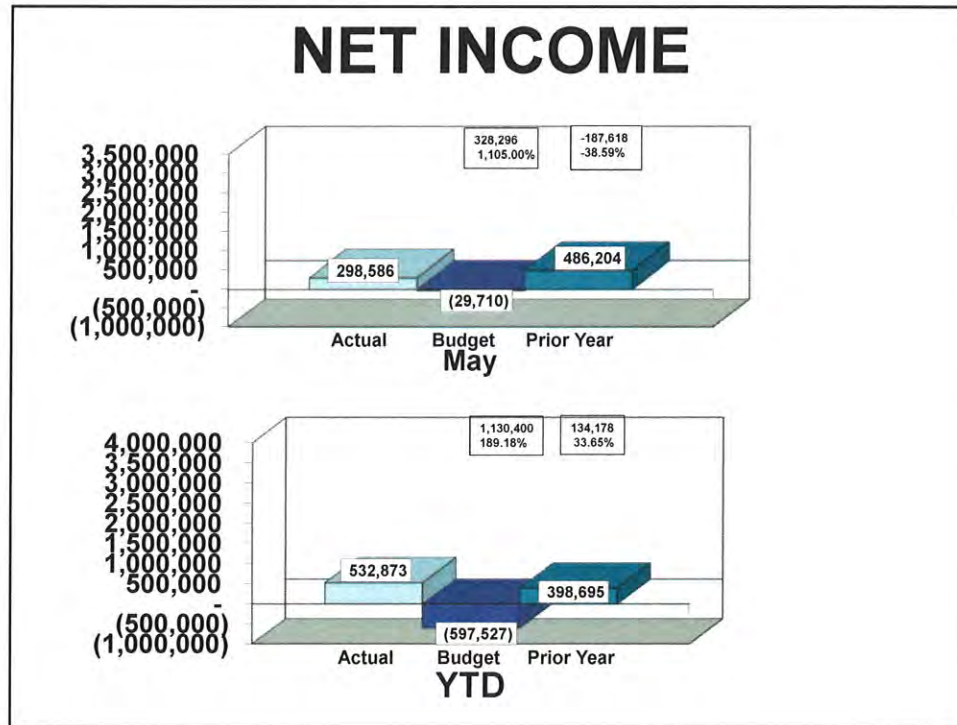
## NET PATIENT REVENUE



## NET PATIENT REVENUE

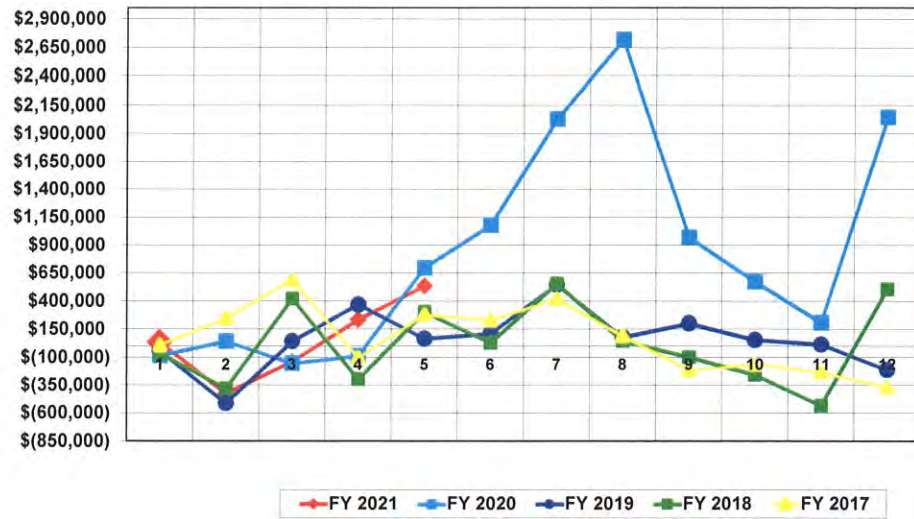








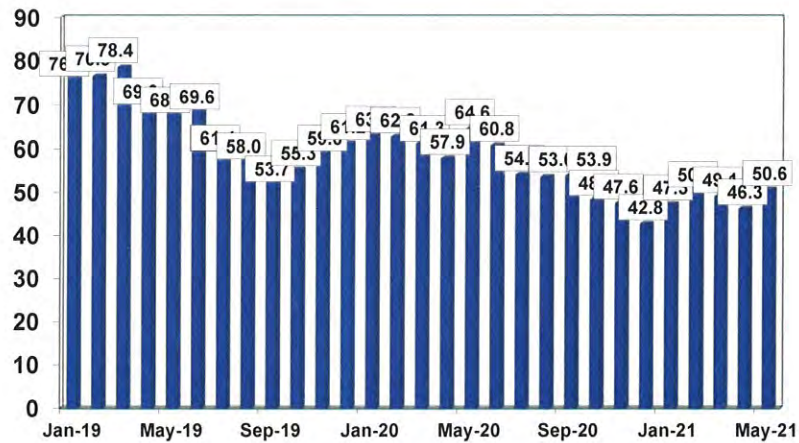
## YTD NET INCOME



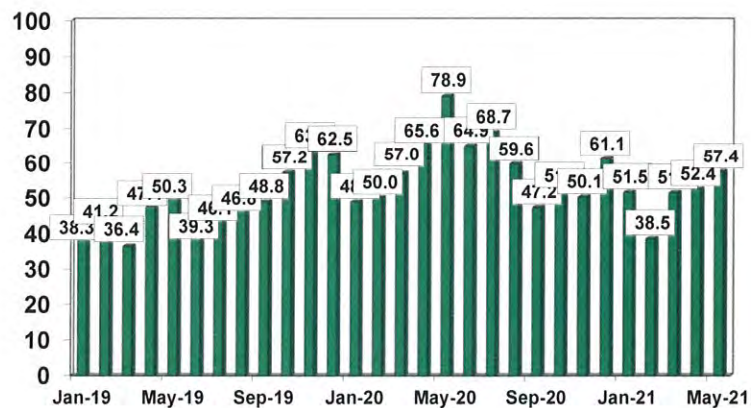
## Summary of Financials

	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

## GROSS DAYS IN ACCOUNTS RECEIVABLE

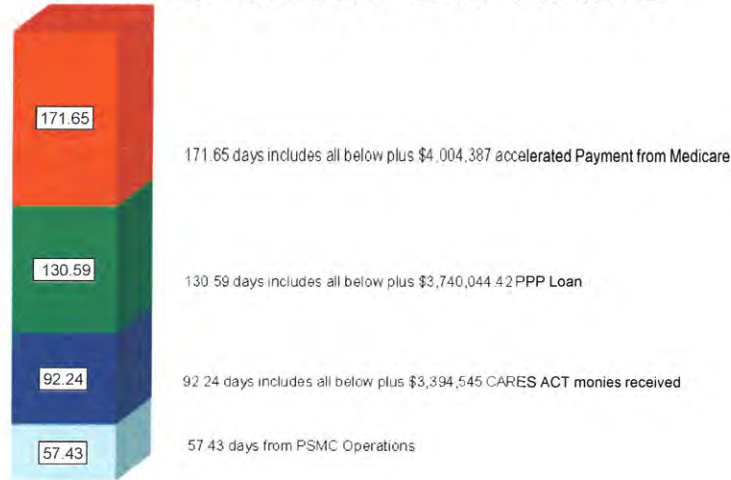


## DAYS CASH ON HAND



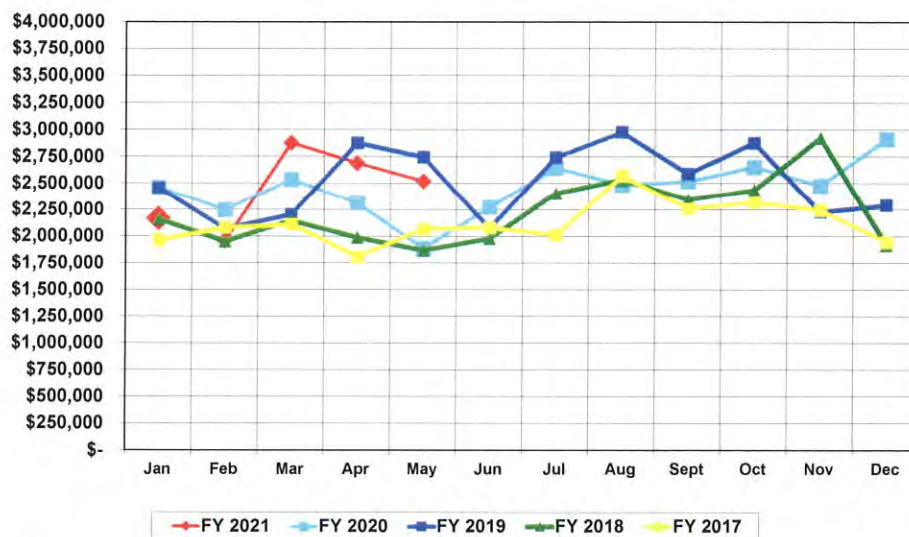


## DAYS CASH ON HAND



As of May 31, 2021, PSMC is reporting 57.43 days on hand (This excludes the payables of the PPP Loan funds, Unused stimulus funds and the remaining accelerated payments from Medicare.)

## CASH COLLECTIONS



## Income Statement - - - May 31, 2021

Page 1

		Current Month				Year-to-Date			
		2021	Budget	Difference	Variance	2021	Budget	Difference	Variance
<b>Revenue</b>									
7	Total In-patient Revenue	568,930	405,874	163,056	40%	2,337,587	2,041,526	296,061	15%
17	Total Out-patient Revenue	4,694,687	4,364,224	330,463	8%	23,177,003	21,951,818	1,225,185	6%
18	Professional Fees	446,828	401,378	45,450	11%	2,235,417	2,018,908	216,509	11%
20	<b>Total Patient Revenue</b>	<b>5,710,445</b>	<b>5,171,476</b>	<b>538,969</b>	<b>10%</b>	<b>27,750,007</b>	<b>26,012,252</b>	<b>1,737,755</b>	<b>7%</b>
21	Revenue Deductions & Bad Debt								
22	Contractual Allowances	2,538,656	2,524,972	13,684	1%	13,932,933	12,700,475	1,232,458	10%
23	Charity	57,185	9,141	48,044	526%	397,116	45,978	351,138	764%
24	Bad Debt	457,347	200,752	256,595	128%	958,749	1,009,773	(51,024)	-5%
25	Provider Fee & Other	(210,007)	(165,897)	(44,110)	27%	(1,050,103)	(834,452)	(215,651)	26%
26	Total Revenue Deductions & Bad Debt	2,843,181	2,568,968	274,213	11%	14,238,695	12,921,774	1,316,921	10%
27	<b>Total Net Patient Revenue</b>	<b>2,867,264</b>	<b>2,602,508</b>	<b>264,756</b>	<b>10%</b>	<b>13,511,312</b>	<b>13,090,478</b>	<b>420,834</b>	<b>3%</b>
28	Grants	6,300	40,118	(33,818)	-84%	510,350	162,688	347,662	214%
28.5	HSS Stimulus Other Revenue	-	57,900	(57,900)	-100%	464,244	234,800	229,444	98%
29	Other Operating Income - Misc	146,162	254,932	(108,770)	-43%	751,272	1,029,588	(278,316)	-27%
30	<b>Total Net Revenues</b>	<b>3,019,726</b>	<b>2,955,458</b>	<b>64,268</b>	<b>2%</b>	<b>15,237,178</b>	<b>14,517,554</b>	<b>719,624</b>	<b>5%</b>
31	<b>Operating Expenses</b>								
32	Salary & Wages	1,479,489	1,649,578	(170,089)	-10%	8,133,865	8,249,874	(116,009)	-1%
33	Benefits	291,393	289,389	2,004	1%	1,441,244	1,447,120	(5,876)	0%
35	Professional Fees/Contract Labor	29,029	29,608	(579)	-2%	146,667	148,076	(1,409)	-1%
36	Purchased Services	139,549	158,379	(18,830)	-12%	803,653	792,077	11,576	1%
37	Supplies	400,527	513,631	(113,104)	-22%	2,289,150	2,568,780	(279,630)	-11%
38	Rent & Leases	35,663	14,129	21,534	152%	175,762	70,691	105,071	149%
39	Repairs & Maintenance	36,876	47,145	(10,269)	-22%	206,591	238,282	(31,691)	-13%
40	Utilities	24,417	35,524	(11,107)	-31%	181,269	181,060	209	0%
41	Insurance	28,676	25,773	2,903	11%	146,084	128,898	17,186	13%
42	Depreciation & Amortization	354,494	161,227	193,267	120%	952,388	806,314	146,074	18%
43	Interest	88,969	83,691	5,278	6%	432,595	418,562	14,033	3%
44	Other	155,616	139,214	16,402	12%	769,171	722,787	46,384	6%
45	<b>Total Operating Expenses</b>	<b>3,064,698</b>	<b>3,147,288</b>	<b>(82,590)</b>	<b>-3%</b>	<b>15,678,439</b>	<b>15,772,521</b>	<b>(94,082)</b>	<b>-1%</b>
46	<b>Operating Revenue Less Expenses</b>	<b>(44,972)</b>	<b>(191,830)</b>	<b>146,858</b>	<b>-77%</b>	<b>(441,261)</b>	<b>(1,254,967)</b>	<b>813,706</b>	<b>-65%</b>
47	<b>Non-Operating Income</b>								
48	Tax Revenue	343,558	138,960	204,598	147%	974,134	563,520	410,614	73%
49	Donations	-	23,160	(23,160)	-100%	-	93,920	(93,920)	-100%
50	<b>Total Non-Operating Income</b>	<b>343,558</b>	<b>162,120</b>	<b>181,438</b>	<b>112%</b>	<b>974,134</b>	<b>657,440</b>	<b>316,694</b>	<b>48%</b>
51	<b>Total Revenue Less Total Expenses</b>	<b>\$ 298,586</b>	<b>\$ (29,710)</b>	<b>\$ 328,296</b>	<b>-1105%</b>	<b>\$ 532,873</b>	<b>\$ (597,527)</b>	<b>\$ 1,130,400</b>	<b>-189%</b>

## Income Statement Comparison - - May 31, 2021

Page 2

	2021	Current Month 2020	Difference	Variance	2021	Year-to-Date 2020	Difference	Variance
<b>Revenue</b>								
2								
7 Total In-patient Revenue	568,930	372,091	196,839	53%	2,337,587	2,045,064	292,523	14%
17 Total Out-patient Revenue	4,694,687	3,824,163	870,524	23%	23,177,003	19,398,526	3,778,477	19%
18 Professional Fees	446,828	290,396	156,432	54%	2,235,417	1,882,715	352,702	19%
20 <b>Total Patient Revenue</b>	<b>5,710,445</b>	<b>4,486,650</b>	<b>1,223,795</b>	<b>27%</b>	<b>27,750,007</b>	<b>23,326,305</b>	<b>4,423,702</b>	<b>19%</b>
21 Revenue Deductions & Bad Debt								
22 Contractual Allowances	2,538,656	2,024,109	514,547	25%	13,932,933	11,729,686	2,203,247	19%
23 Charity	57,185	25,609	31,576	123%	397,116	(18,665)	415,781	-2228%
24 Bad Debt	457,347	791,814	(334,467)	-42%	958,749	1,470,560	(511,811)	-35%
25 Provider Fee & Other	(210,007)	(247,211)	37,204	-15%	(1,050,103)	(1,234,961)	184,858	-15%
26 Total Revenue Deductions & Bad Debt	2,843,181	2,594,321	248,860	10%	14,238,695	11,946,620	2,292,075	19%
27 <b>Total Net Patient Revenue</b>	<b>2,867,264</b>	<b>1,892,329</b>	<b>974,935</b>	<b>52%</b>	<b>13,511,312</b>	<b>11,379,685</b>	<b>2,131,627</b>	<b>19%</b>
28 Grants	6,300	-	6,300		510,350	142,700	367,650	258%
28.5 HSS Stimulus Other Revenue	-	696,306	(696,306)	-100%	464,244	1,290,961	(826,717)	-64%
29 Other Operating Income - Misc	146,162	230,199	(84,037)	-37%	751,272	944,986	(193,714)	-20%
30 <b>Total Net Revenues</b>	<b>3,019,726</b>	<b>2,818,834</b>	<b>200,892</b>	<b>7%</b>	<b>15,237,178</b>	<b>13,758,332</b>	<b>1,478,846</b>	<b>11%</b>
31 <b>Operating Expenses</b>								
32 Salary & Wages	1,479,489	1,533,479	(53,990)	-4%	8,133,865	7,722,112	411,753	5%
33 Benefits	291,393	281,740	9,653	3%	1,441,244	1,262,933	178,311	14%
35 Professional Fees/Contract Labor	29,029	22,331	6,698	30%	146,667	138,355	8,312	6%
36 Purchased Services	139,549	161,016	(21,467)	-13%	803,653	753,654	49,999	7%
37 Supplies	400,527	450,742	(50,215)	-11%	2,289,150	2,199,904	89,246	4%
38 Rent & Leases	35,663	36,546	(883)	-2%	175,762	185,875	(10,113)	-5%
39 Repairs & Maintenance	36,876	36,249	627	2%	206,591	215,189	(8,598)	-4%
40 Utilities	24,417	24,090	327	1%	181,269	157,548	23,721	15%
41 Insurance	28,676	25,128	3,548	14%	146,084	126,439	19,645	16%
42 Depreciation & Amortization	354,494	147,272	207,222	141%	952,388	739,277	213,111	29%
43 Interest	88,969	88,052	917	1%	432,595	444,873	(12,278)	-3%
44 Other	155,616	121,668	33,948	28%	769,171	613,304	155,867	25%
45 <b>Total Operating Expenses</b>	<b>3,064,698</b>	<b>2,928,313</b>	<b>136,385</b>	<b>5%</b>	<b>15,678,439</b>	<b>14,559,463</b>	<b>1,118,976</b>	<b>8%</b>
46 <b>Operating Revenue Less Expenses</b>	<b>(44,972)</b>	<b>(109,479)</b>	<b>64,507</b>	<b>-59%</b>	<b>(441,261)</b>	<b>(801,131)</b>	<b>359,870</b>	<b>-45%</b>
47 <b>Non-Operating Income</b>								
48 Tax Revenue	343,558	261,535	82,023	31%	974,134	865,678	108,456	13%
49 Donations	-	334,148	(334,148)	-100%	-	334,148	(334,148)	-100%
50 <b>Total Non-Operating Income</b>	<b>343,558</b>	<b>595,683</b>	<b>(252,125)</b>	<b>-42%</b>	<b>974,134</b>	<b>1,199,826</b>	<b>(225,692)</b>	<b>-19%</b>
51 <b>Total Revenue Less Total Expenses</b>	<b>\$ 298,586</b>	<b>\$ 486,204</b>	<b>\$ (187,618)</b>	<b>-39%</b>	<b>\$ 532,873</b>	<b>\$ 398,695</b>	<b>134,178</b>	<b>34%</b>

## Balance Sheet - - May 31, 2021

Page 3

Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 4,899,527	\$ 3,208,460	Accts Payable - System	\$ 478,665	\$ 380,991
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	1,014,093	997,041
Bond Funds - 2016 Bonds	580,571	4	Cost Report Settlement Res	(1,086,868)	(1,084,058)
Bond Funds - 2021 / 2006	120,904	2,086,815	Wages & Benefits Payable	1,826,417	1,745,503
Escrow - UMB	8,914,414	-	Deferred Revenue	316,704	660,262
COVID PPP	3,740,044	3,740,044	COVID PPP Short Term Loan	3,740,044	3,740,044
Relief Fund Cash Restricted	3,394,545	3,394,545	Relief Fund Liability	3,394,545	3,394,545
Medicare Accelerated Pmt	4,004,387	4,133,205	Medicare Accelerated Pmt Liab	4,004,387	4,133,205
Total Cash	26,533,123	17,441,804	Current Portion of LT Debt-Lease	160,548	165,650
Accounts Receivable			Current Portion of LT Debt-2006	335,000	335,000
Patient Revenue - Net	3,877,097	3,777,753	Current Portion of LT Debt-2016	330,000	330,000
Other Receivables	602,422	946,682	Total Current Liabilities	14,513,535	14,798,183
Total Accounts Receivable	4,479,519	4,724,435	Long-Term Liabilities		
Inventory	1,651,888	1,661,433	Leases Payable	-	-
Total Current Assets	32,664,530	23,827,672	Equipment Lease (Wells Fargo)	-	9,016
Fixed Assets			Bond Premium (Net) - 2006	213,535	214,647
Property Plant & Equip (Net)	6,801,580	6,952,344	Bond Premium (Net) - 2016	127,020	127,445
Electronic Health Record (Net)	-	-	Bond Premium (Net) - 2021	790,266	-
Clinic Expansion	13,377,405	13,377,405	Bonds Payable - 2021	7,885,000	-
Work In Progress	1,658,137	1,645,723	Bonds Payable - 2006	8,370,000	8,370,000
Land	101,000	101,000	Bonds Payable - 2016	9,590,000	9,590,000
Total Fixed Assets	21,938,122	22,076,472	Total Long-Term Liabilities	26,975,821	18,311,108
Other Assets			Net Assets		
Prepays & Other Assets	477,483	497,340	Un-Restricted	13,057,906	13,057,906
Total Other Assets	477,483	497,340	Current Year Net Income/Loss	532,873	234,287
			Total Un-Restricted	13,590,779	13,292,193
			Restricted		
			Total Net Assets	13,590,779	13,292,193
<b>Total Assets</b>	<b>\$ 55,080,135</b>	<b>\$ 46,401,484</b>	<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 55,080,135</b>	<b>\$ 46,401,484</b>

Pagosa Springs Medical Center

Monthly Trends

Activity	May-20 31	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
2 In-Patient Admissions	17	21	15	20	21	18	34	42	34	22	27	33	41
3 In-Patient Days	39	58	42	49	51	56	84	115	83	61	76	86	101
4 Avg Stay Days (In-patients)	2.3	2.8	2.8	2.5	2.4	3.1	2.5	2.7	2.4	2.8	2.8	2.6	2.5
5 Swing Bed Admissions	0	0	0	0	0	1	0	0	0	0	0	0	0
6 Swing Bed Days	0	0	0	0	0	3	0	0	0	0	0	0	0
7 Avg Length of Stay (Swing)	0.0	0.0	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8 Average Daily Census	1.3	1.9	1.4	1.6	1.7	1.9	2.8	3.7	2.7	2.2	2.5	2.9	3.3
Statistics													
9 E/R visits	447	495	571	572	559	506	433	436	478	424	501	455	573
10 Observ Hours	438	713	713	464	400	409	564	530	545	781	458	291	428
11 Lab Tests	4,479	5,761	5,687	5,455	5,286	5,598	5,256	5,166	5,824	4,831	5,810	5,583	6,045
12 Radiology/CT/MRI Exams	711	1,234	1,335	1,277	1,218	1,268	1,055	1,136	1,271	1,126	1,341	1,252	1,304
14 OR Cases	82	104	77	85	65	99	89	93	74	79	106	126	99
15 Clinic Visits	1,340	1,671	1,725	1,638	1,620	1,832	1,641	1,690	1,686	1,661	1,863	1,983	1,756
16 Spec. Clinic Visits	152	186	218	178	198	144	162	150	136	97	79	109	101
17 Oncology Clinic Visits	94	130	112	143	140	138	111	112	92	93	129	127	116
18 Oncology/Infusion Patients	178	179	116	132	170	133	138	108	110	91	175	150	158
19 Infusion Patients	53	56	37	37	39	36	45	42	20	52	78	51	75
20 EMS Transports	105	100	128	122	124	123	78	116	114	90	108	83	112
21 Total Stats	8,079	10,629	10,719	10,103	9,819	10,286	9,572	9,579	10,350	9,325	10,648	10,210	10,767



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

**Statistical Review**

**Page 5**

2021	May			May			May 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	41	29	12	157	158	(1)	157	131	26	20%
Swing Bed	-	-	-	-	2	(2)	-	1	(1)	
Total	41	29	12	157	160	(3)	157	132	25	19%
Patient Days:										
Acute	101	59	42	407	320	87	407	318	89	28%
Swing Bed	-	2	(2)	-	11	(11)	-	-	-	
Total	101	61	40	407	331	76	407	318	89	28%
Average Daily Census:										
# Of Days	31	31		151	151		151	152		
Acute	3.3	1.9	1.4	2.7	2.1	0.6	2.7	2.1	0.6	29%
Swing Bed	-	0.1	(0.1)	-	0.1	(0.1)	-	-	-	
Total	3.3	2.0	1.3	2.7	2.2	0.5	2.7	2.1	0.6	29%
Length of Stay:										
Acute	2.5	2.0	0.4	2.6	2.0	0.6	2.6	2.4	0.2	7%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.5	2.1	0.4	2.6	2.1	0.5	2.6	2.4	0.2	8%
<b>Out-Patient</b>										
Out-Patient Visits										
E/R Visits	573	493	80	2,431	2,333	98	2,431	2,404	27	1%
Observ admissions	28	59	(31)	131	321	(190)	131	136	(5)	-4%
Lab Tests	6,045	4,965	1,080	28,093	23,842	4,251	28,093	22,484	5,609	25%
Radiology/CT/MRI Exams/M	1,304	1,189	115	6,294	5,699	595	6,294	5,362	932	17%
OR Cases	99	93	6	484	455	29	484	366	118	32%
Clinic Visits	1,756	2,181	(425)	8,949	10,313	(1,364)	8,949	8,041	908	11%
Spec. Clinic Visits	101	205	(104)	522	973	(451)	522	907	(385)	-42%
Oncology Clinic Visits	116	124	(8)	557	591	(34)	557	518	39	8%
Oncology/Infusion Patients	158	140	18	684	667	17	684	656	28	4%
Infusion Patients	75	99	(24)	276	472	(196)	276	403	(127)	-32%
EMS Transports	112	111	1	507	526	(19)	507	544	(37)	-7%
Total	10,367	9,659	708	48,928	46,192	2,736	48,928	41,821	7,107	17%



## Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of May 31, 2021

Page 6

		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		\$ 2,107,136	\$	210,736	\$	63,960	\$	65,291	\$	41,852	\$	15,462	\$	95,701	\$	2,600,138	27%	
3 Medicaid		569,069		118,496		86,039		28,740		28,783		57,234		124,935		1,013,296	11%	
4 Third Party		1,604,663		559,692		363,095		159,843		213,439		109,335		271,714		3,281,781	35%	
5 Self-Pay		283,728		334,227		387,405		305,505		232,749		156,527		891,525		2,591,666	27%	
<b>Current Month Total</b>		<b>\$ 4,564,596</b>	<b>\$</b>	<b>1,223,151</b>	<b>\$</b>	<b>900,499</b>	<b>\$</b>	<b>559,379</b>	<b>\$</b>	<b>516,823</b>	<b>\$</b>	<b>338,558</b>	<b>\$</b>	<b>1,383,875</b>	<b>\$</b>	<b>9,486,881</b>	<b>100%</b>	<b>95,678</b>
<b>Pct of Total</b>		<b>48%</b>		<b>13%</b>		<b>9%</b>		<b>6%</b>		<b>5%</b>		<b>4%</b>		<b>15%</b>		<b>100%</b>		
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%		
May-20		\$ 3,589,609	\$	826,139	\$	617,697	\$	746,962	\$	522,098	\$	443,199	\$	2,065,360	\$	8,811,064		764,345
Pct of Total		41%		9%		7%		8%		6%		5%		23%		100%		
Apr-20		\$ 2,681,917	\$	1,013,374	\$	1,015,473	\$	595,245	\$	587,885	\$	346,437	\$	2,642,011	\$	8,882,342		0
Pct of Total		30%		11%		11%		7%		7%		4%		30%		100%		
Mar-20		\$ 3,612,859	\$	1,586,402	\$	855,343	\$	748,561	\$	448,372	\$	368,712	\$	2,691,802	\$	10,312,051		27,304
Pct of Total		35%		15%		8%		7%		4%		4%		26%		100%		
Feb-20		\$ 4,881,391	\$	1,386,440	\$	901,832	\$	571,967	\$	516,414	\$	460,405	\$	2,555,288	\$	11,273,737		0
Pct of Total		43%		12%		8%		5%		5%		4%		23%		100%		
Jan-20		\$ 4,542,726	\$	1,392,786	\$	710,103	\$	568,045	\$	531,469	\$	448,834	\$	2,322,276	\$	10,516,239		0
Pct of Total		43%		13%		7%		5%		5%		4%		22%		100%		
Dec-19		\$ 4,481,747	\$	1,312,708	\$	908,066	\$	625,876	\$	627,407	\$	607,716	\$	2,044,961	\$	10,608,481		0

## Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of May 31, 2021

Page 6

		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
Pct of Total		42%	12%	9%	6%	6%	6%	19%	100%		
Nov-19	\$	4,408,737	\$ 1,436,158	\$ 627,989	\$ 723,524	\$ 684,765	\$ 336,215	\$ 1,930,790	\$ 10,148,178		0
Pct of Total		43%	14%	6%	7%	7%	3%	19%	100%		
Oct-19	\$	4,568,920	\$ 1,130,990	\$ 870,361	\$ 794,889	\$ 437,887	\$ 381,541	\$ 1,754,112	\$ 9,938,700		0
Pct of Total		46%	11%	9%	8%	4%	4%	18%	100%		
Sep-19	\$	4,305,953	\$ 1,369,222	\$ 1,074,183	\$ 534,873	\$ 502,450	\$ 239,643	\$ 1,946,854	\$ 9,973,178		193,237
Pct of Total		43%	14%	11%	5%	5%	2%	20%	100%		
Aug-19	\$	4,489,953	\$ 1,643,643	\$ 763,753	\$ 692,390	\$ 407,669	\$ 450,136	\$ 2,188,090	\$ 10,635,634		572,029
Pct of Total		42%	15%	7%	7%	4%	4%	21%	100%		
Jul-19	\$	5,080,360	\$ 1,280,941	\$ 915,491	\$ 549,247	\$ 607,257	\$ 419,655	\$ 2,387,501	\$ 11,240,452		0
Pct of Total		45%	11%	8%	5%	5%	4%	21%	100%		
Jun-19	\$	4,199,727	\$ 1,555,291	\$ 715,848	\$ 712,192	\$ 504,973	\$ 621,808	\$ 3,338,661	\$ 11,648,500		0
Pct of Total		36%	13%	6%	6%	4%	5%	29%	100%		
May-19	\$	3,938,706	\$ 1,192,758	\$ 857,202	\$ 558,303	\$ 705,693	\$ 728,901	\$ 3,078,535	\$ 11,060,098		0
Pct of Total		36%	11%	8%	5%	6%	7%	28%	100%		
Apr-19	\$	4,446,750	\$ 1,328,789	\$ 769,877	\$ 796,122	\$ 801,322	\$ 354,704	\$ 3,166,854	\$ 11,664,418		8,002
Pct of Total		38%	11%	7%	7%	7%	3%	27%	100%		
Mar-19	\$	4,313,656	\$ 1,360,981	\$ 995,434	\$ 985,732	\$ 562,545	\$ 619,342	\$ 3,353,760	\$ 12,191,450		122,172
Pct of Total		35%	11%	8%	8%	5%	5%	28%	100%		
12 Pct Settled (Current)			71.7%	32.4%	21.5%	19.9%	18.9%	-733.6%			
13 Pct Settled (Apr from Mar)			70.6%	44.5%	27.8%	32.0%	42.3%	-505.3%			

## Pagosa Springs Medical Center

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

Page 7

		31	28	31	30	31	30
		Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-20
2	Net Accounts Receivable	\$ 4,787,978	\$ 4,025,591	\$ 3,956,034	\$ 3,777,753	\$ 3,877,097	\$ 5,351,953
3	Net Patient Revenue	\$ 2,863,140	\$ 2,280,206	\$ 2,700,773	\$ 2,799,928	\$ 2,867,264	\$ 3,373,769
4	Net Patient Rev/Day (2 month Avg)	\$ 103,376	\$ 86,898	\$ 84,279	\$ 90,226	\$ 92,912	\$ 86,751
5	Net Days in A/R	46	46	47	42	42	62

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

**Pagosa Springs Medical Center - - - Gross Days Target**

12	Medicare	33%	21	\$	92,905	\$	643,830
13	Medicaid	7%	35	\$	92,905	\$	227,617
14	Blue Cross	15%	48	\$	92,905	\$	668,914
15	Commercial	26%	65	\$	92,905	\$	1,570,091
16	Self Pay	19%	150	\$	92,905	\$	2,647,786
17	Total:	100%				\$	5,758,239
18						\$	92,905
19					Gross Days in A/R Target		62

**Pagosa Springs Medical Center**  
**Revenue by Financial Class**  
**May 31, 2021**

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	55,412.05	55,412.05	0.97%
Blue Cross	54,541.70	591,849.20	646,390.90	11.32%
Champus	-	26,992.60	26,992.60	0.47%
Commercial Insurance	115,141.35	532,733.28	647,874.63	11.35%
Medicaid	28,950.66	957,917.37	986,868.03	17.28%
Medicare	282,401.35	1,835,072.23	2,117,473.58	37.08%
Medicare HMO	142,904.10	511,197.50	654,101.60	11.45%
Self Pay	9,460.60	252,121.95	261,582.55	4.58%
Self Pay - Client Billing	-	20,321.25	20,321.25	0.36%
Veterans Administration	27,911.25	207,703.67	235,614.92	4.13%
Workers Compensation	-	57,812.75	57,812.75	1.01%
<b>Total</b>	<b>661,311.01</b>	<b>5,049,133.85</b>	<b>5,710,444.86</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	-	301,103.82	301,103.82	1.09%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	333,616.77	3,025,434.45	3,359,051.22	12.10%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	21,211.26	235,875.66	257,086.92	0.93%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	314,352.36	3,127,305.61	3,441,657.97	12.40%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	442,149.37	4,650,891.65	5,093,041.02	18.35%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	893,434.50	8,978,483.93	9,871,918.43	35.57%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	533,185.83	2,352,799.40	2,885,985.23	10.40%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	73,713.25	1,090,569.91	1,164,283.16	4.20%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	94,984.98	94,984.98	0.34%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	133,940.15	810,088.94	944,029.09	3.40%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	336,864.94	336,864.94	1.21%	0.92%	1.52%	1.22%	1.17%	1.37%
<b>Total</b>	<b>2,745,603.49</b>	<b>25,004,403.29</b>	<b>27,750,006.78</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>May 2021</b>
<b>Cash Flows from operating activities</b>	
Change in net assets	298,586
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	149,227
Patient accounts receivable	(99,344)
Accounts payable and wages payable	178,588
Accrued liabilities	17,052
Pre-paid assets	19,857
Deferred revenues	(343,558)
Other receivables	344,260
Reserve for third party settlement	(2,810)
Inventory	9,545
Net Cash Provided by (used in) operating activities	571,403
<b>Cash Flows from investing activities</b>	
Purchase of property and equipment	
Work in progress	(12,414)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(12,414)
<b>Cash Flows from financing activities</b>	
Principal payments on long-term debt	-
Proceeds from debt (funding from 2021 Bond)	8,675,266
Proceeds from PPP Short Term Loan	-
Recognize Amounts from Relief Fund	
Payments/Proceeds from Medicare Accelerated Payment	(128,818)
Change in Prior Year Net Assets	-
Change in leases payable	(14,118)
Net Cash Provided by (used in) financing activities	8,532,330
<b>Net Increase(Decrease) in Cash</b>	9,091,319
<b>Cash Beginning of Month</b>	17,441,804
<b>Cash End of Month</b>	26,533,123



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						
Jul-21						
Aug-21						
Sep-21						
Oct-21						
Nov-21						
Dec-21						
	\$14,330,699.00	\$12,251,807.60	(\$2,078,891.40)	85.49%	\$ (178,768.33)	\$12,073,039.27



#### ORAL REPORTS 4.a.vii.

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)			
	Patient Collections	Tax Revenues	Provider Fees	Grants & Donations	Other	Clinic Expan. New Debt/ Leases	Total Collections	Operating Expenses	Capital	Medicare/ Medicaid Repayment	Bond & Lease Interest & Principal Payments	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 (Budget)	2,668,203	93,000	169,785	42,349	3,561	-	2,976,898	3,131,476	50,000	250,000	14,000	(300,000)	3,145,476	5,432,424
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	6,276,497
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	6,342,311
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	6,525,045
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	6,795,037
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	6,723,335
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	6,716,600
Totals	31,878,712	1,610,612	2,375,765	800,183	1,239,494	-	37,904,766	38,061,025 981,635	636,775	1,299,793	359,110	(2,692,589)	37,664,114	6,716,600
								Bond Requirements (70 days cash)						at 12/31/21 6,826,646
								Bond Requirements (60 days cash)						5,851,411

- (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.

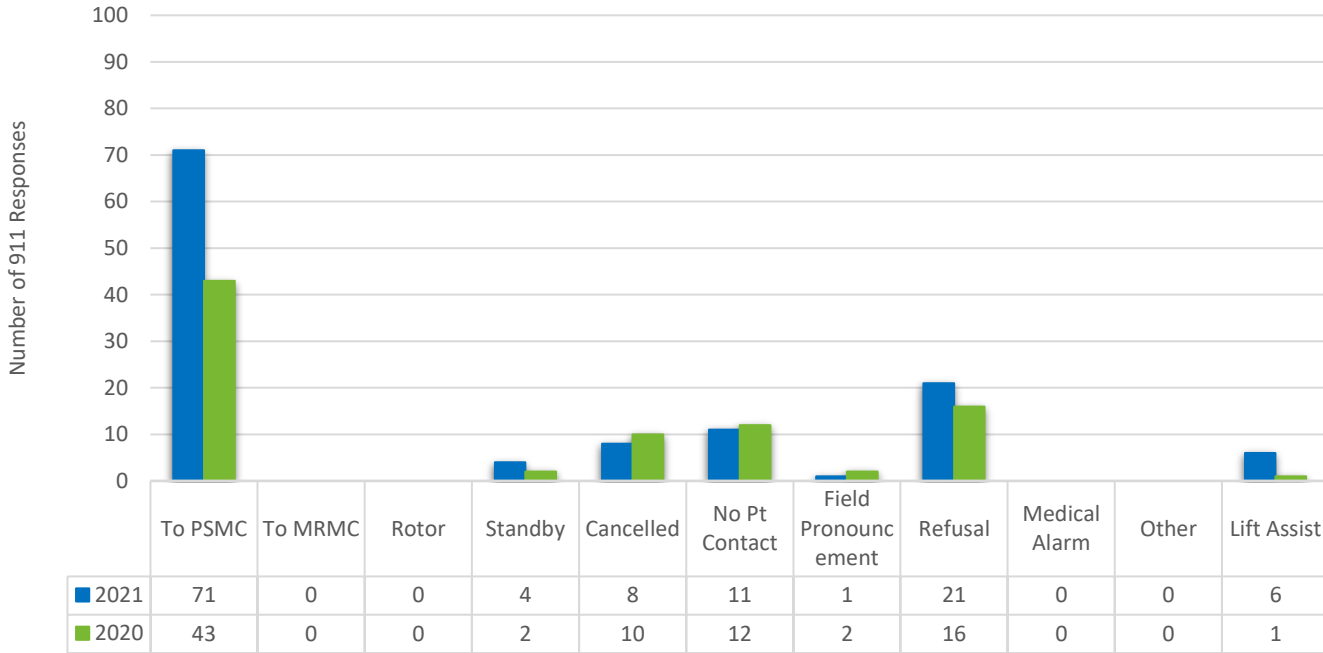
Most of the estimated settlement dates are placeholders only, Medicare and Medicaid.

- (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 May 2021

## EMS: May

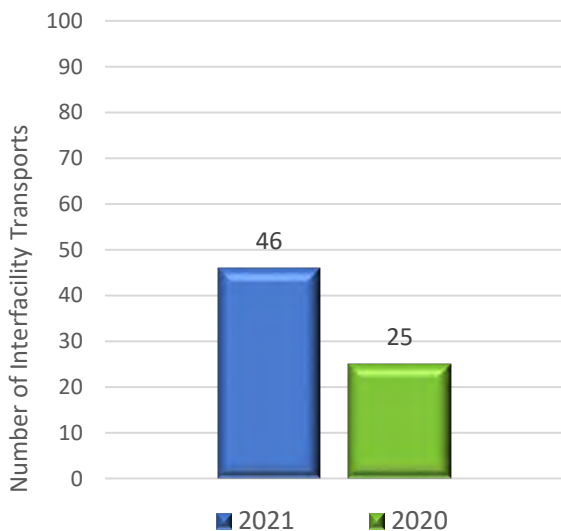
### EMS 911 Response



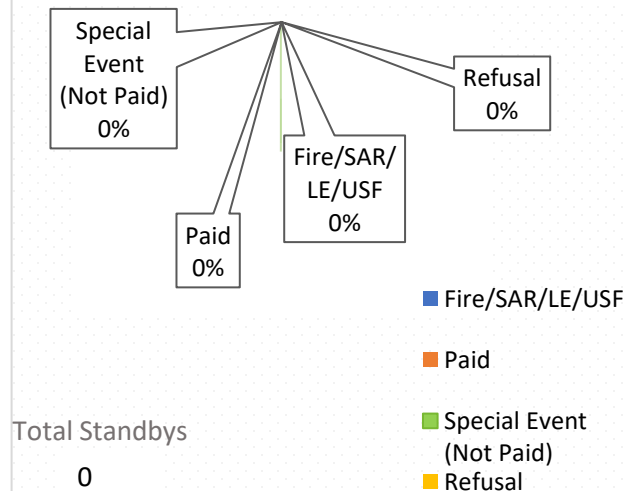
Total 911 Responses for 2020 : 122

■ 2021 ■ 2020

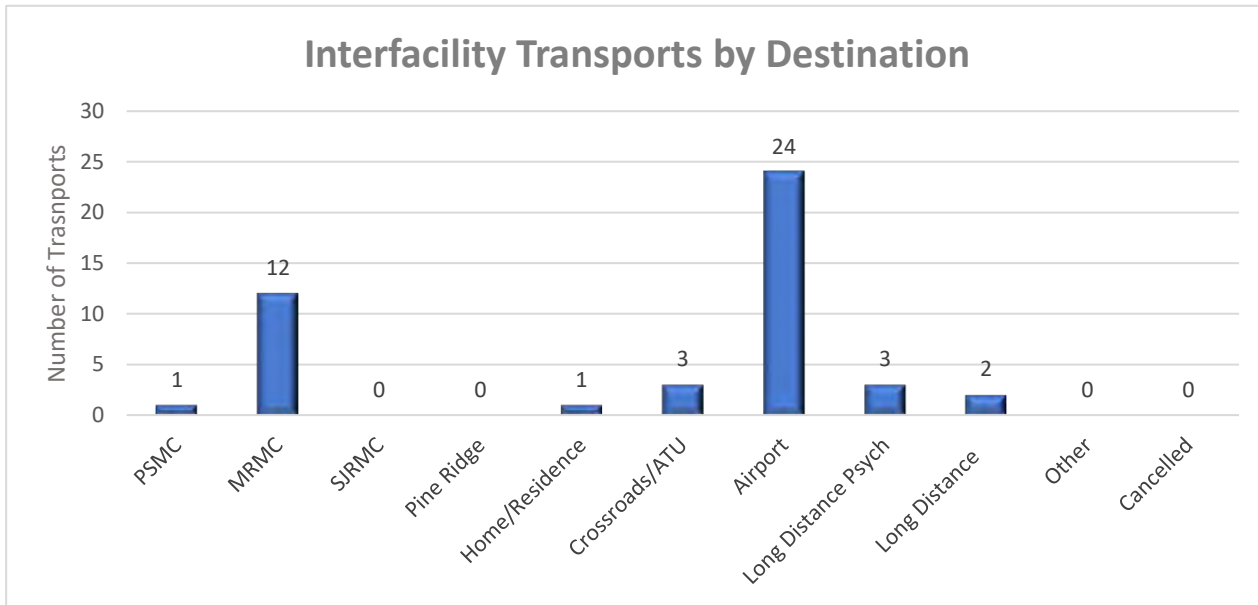
### Total Interfacility Transports



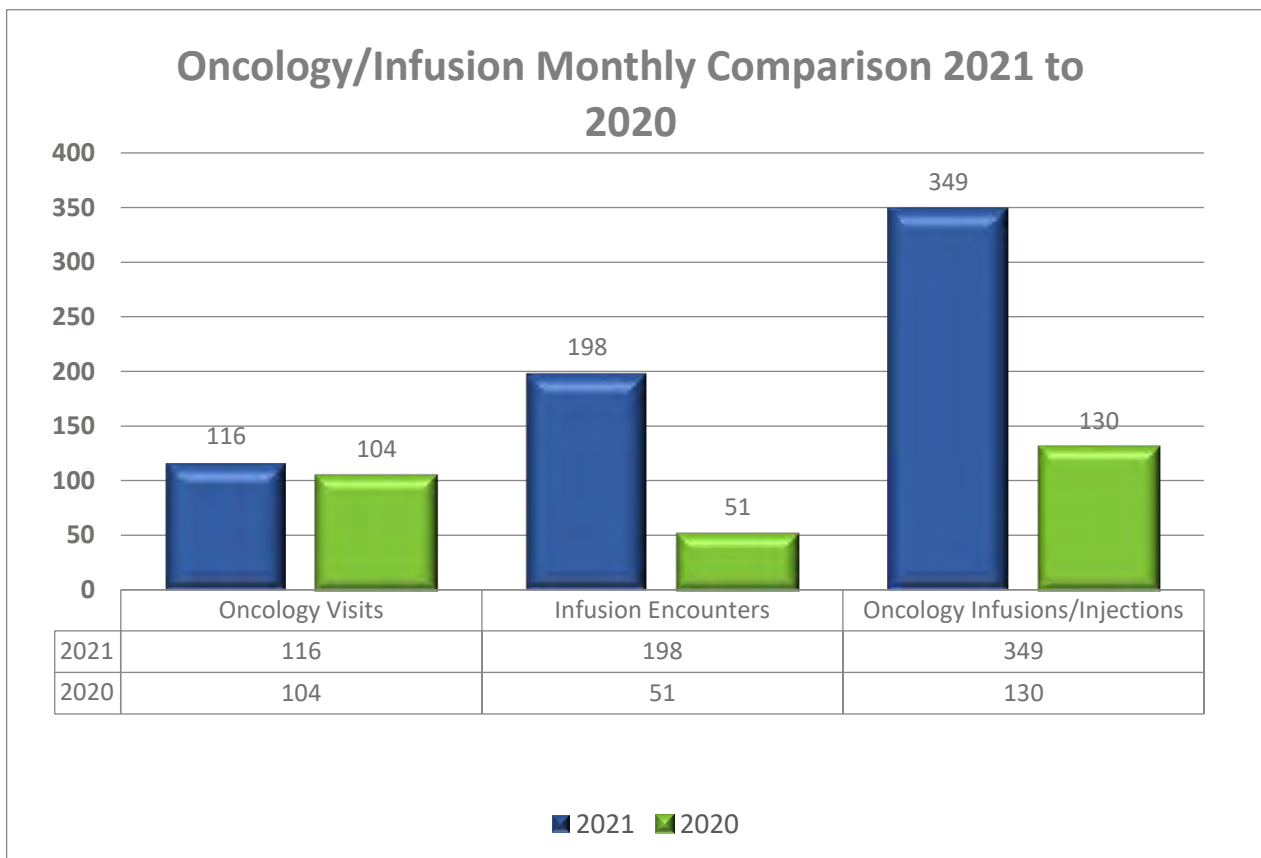
### Breakdown of EMS Standbys



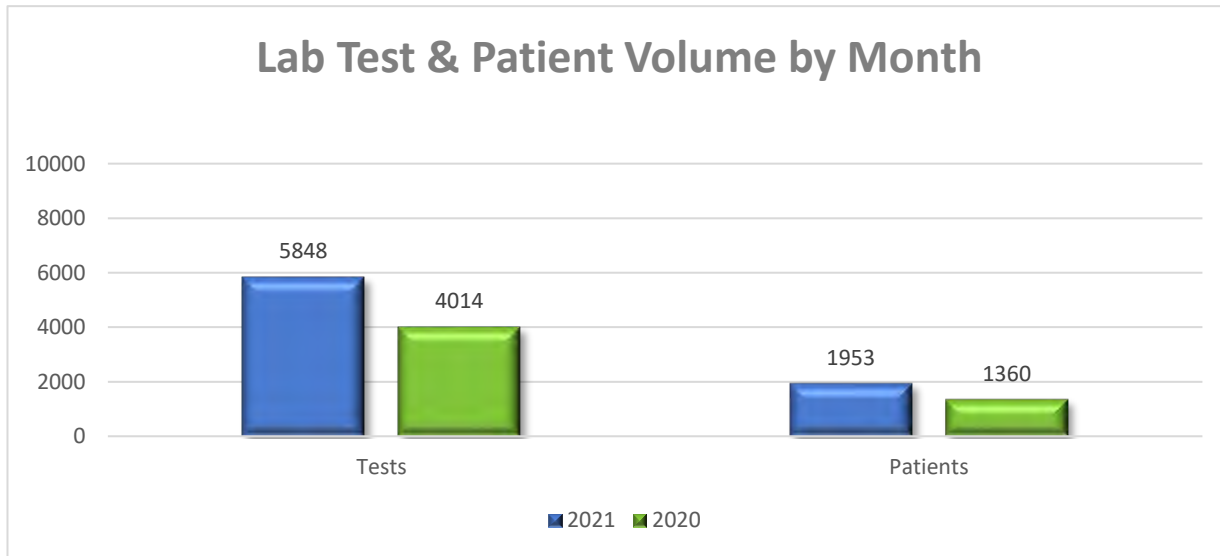
EMS: May



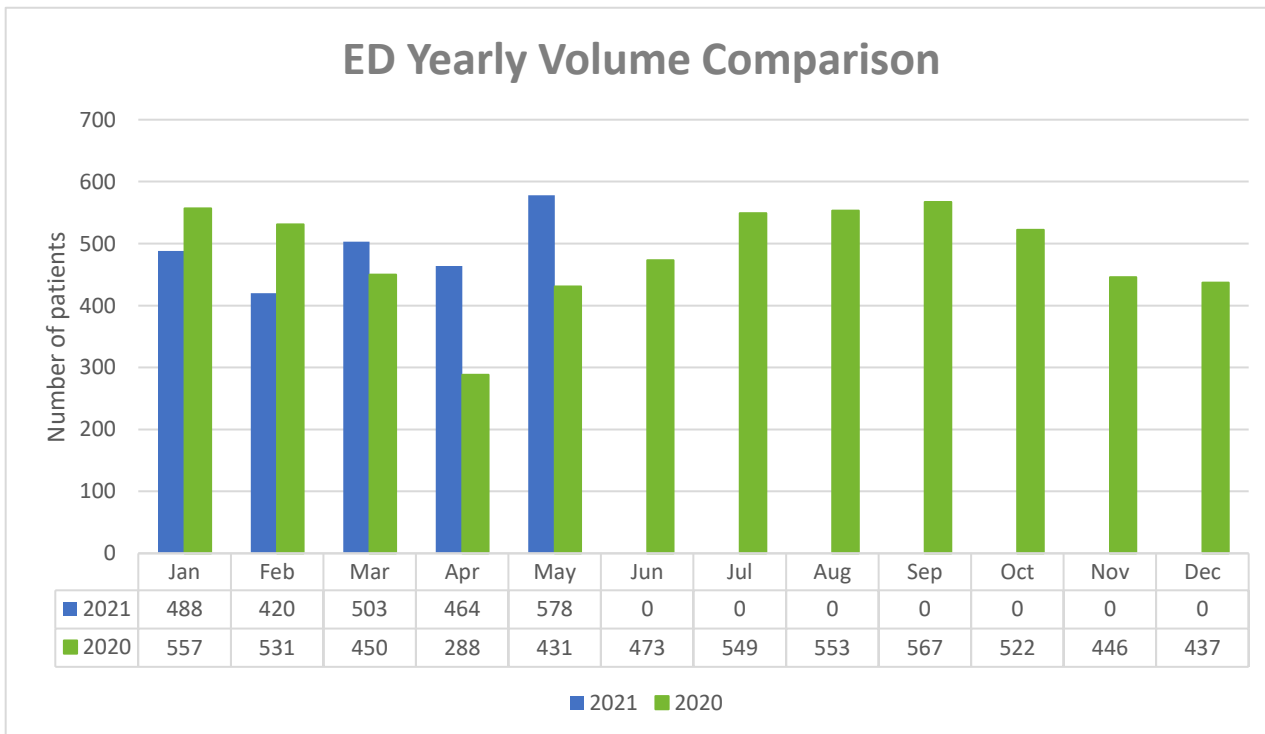
Oncology/Infusion: May



Lab: May

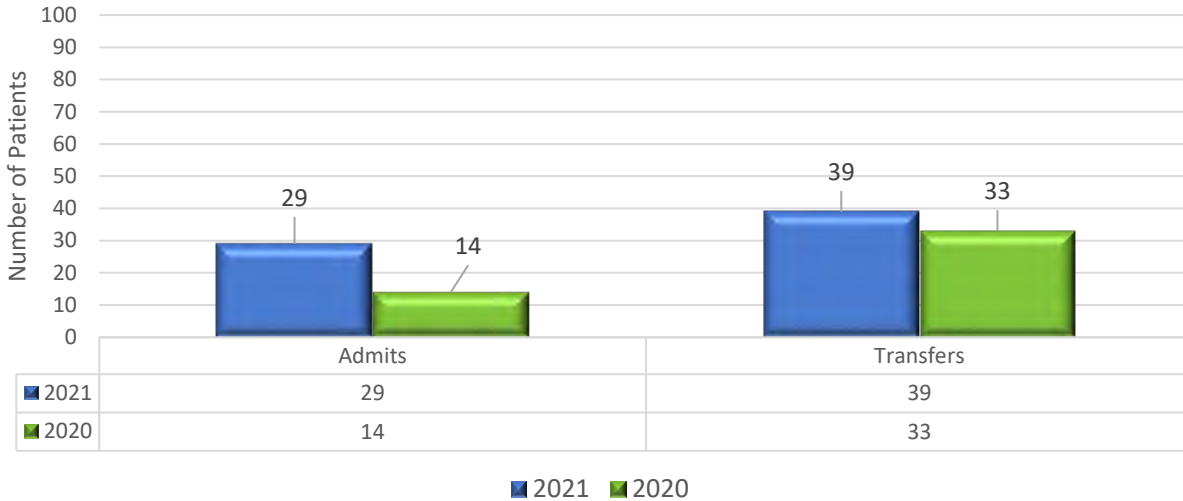


ED: May

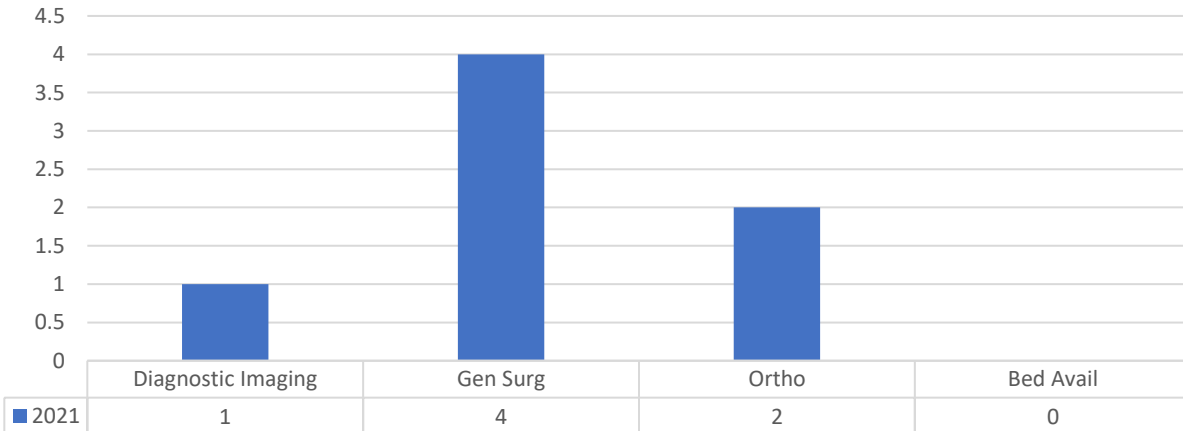


ED: May

### ED Inpatient Admissions and Transfers Monthly Comparison



### Resource Related Transfers



Average Daily Census

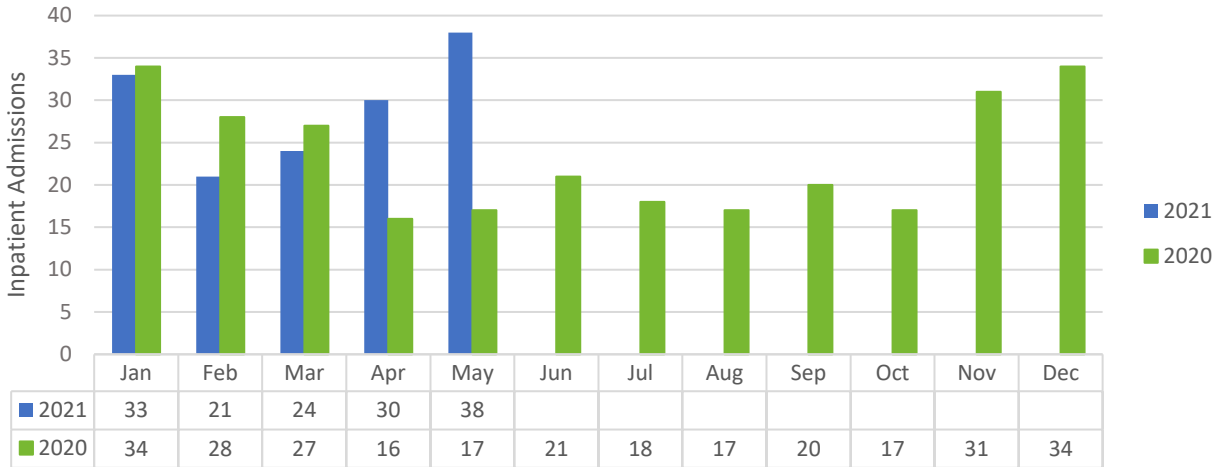
18.6

Average Length of Stay (in hours)

2.21

## Inpatient : May

### Inpatient Admission Comparison



Average Daily Census

4.7

Average Length of Stay (in days)

2.3



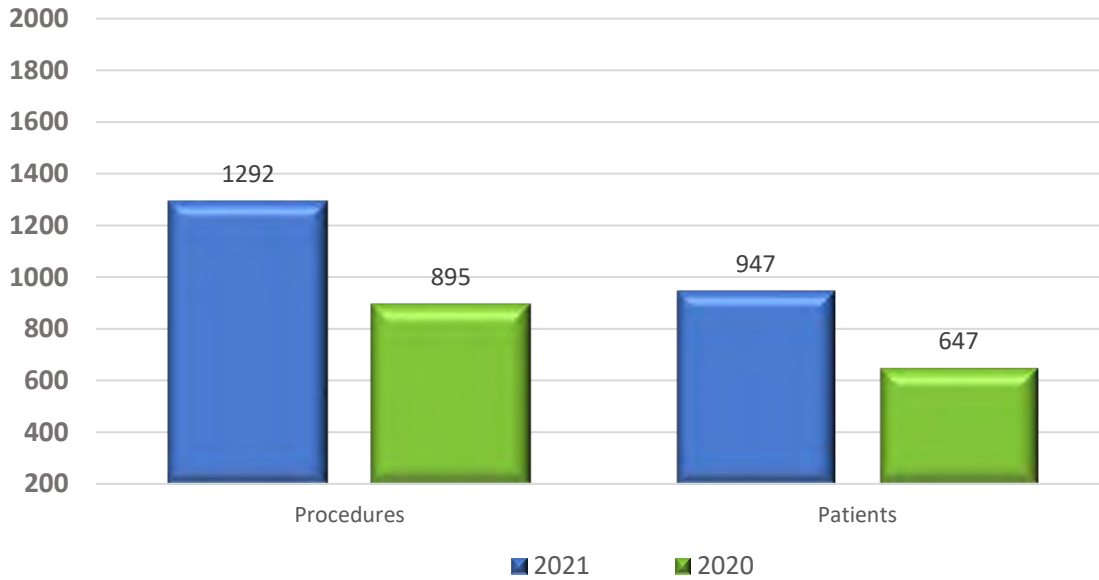
COVID-19 Patients  
Hospitalized at PSMC

9

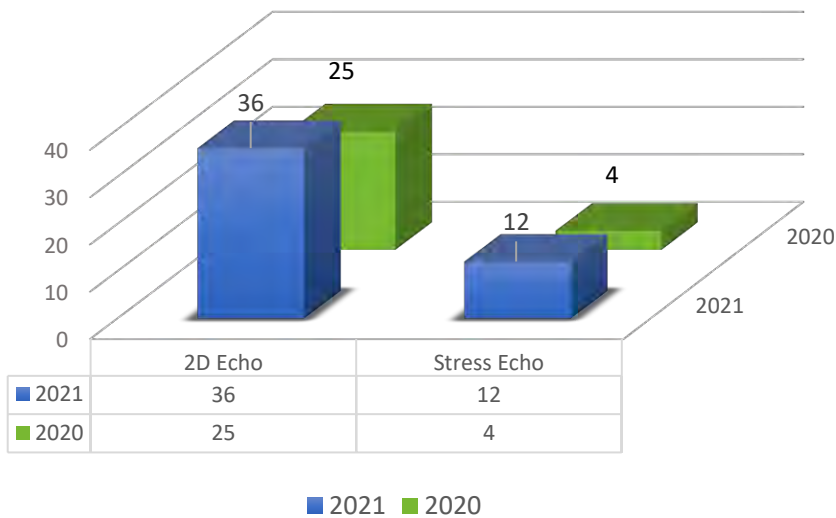


## Diagnostic Imaging: May

### Diagnostic Imaging Stats by Month

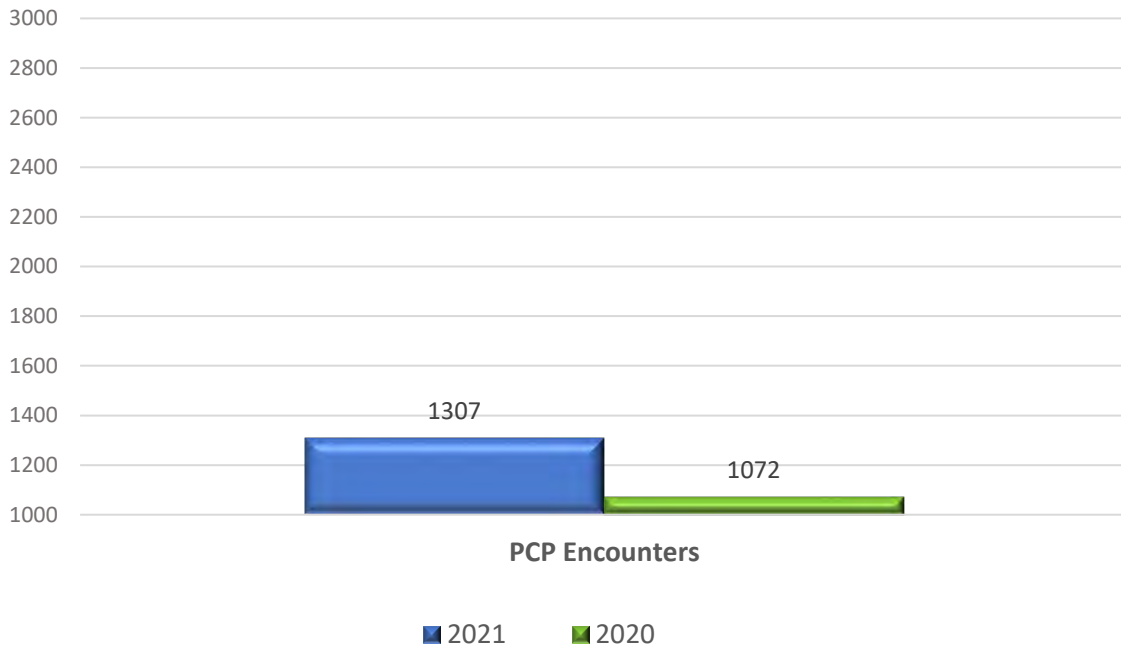


### Cardiology 2D Echo & Stress by Month

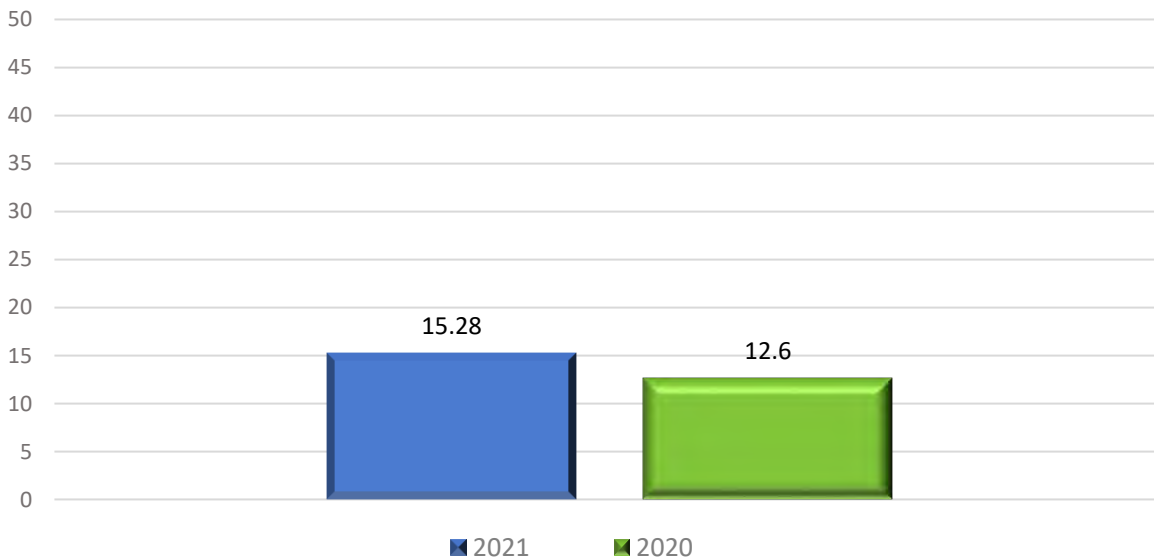


Clinic: May

### Rural Health Clinic Encounters by Month

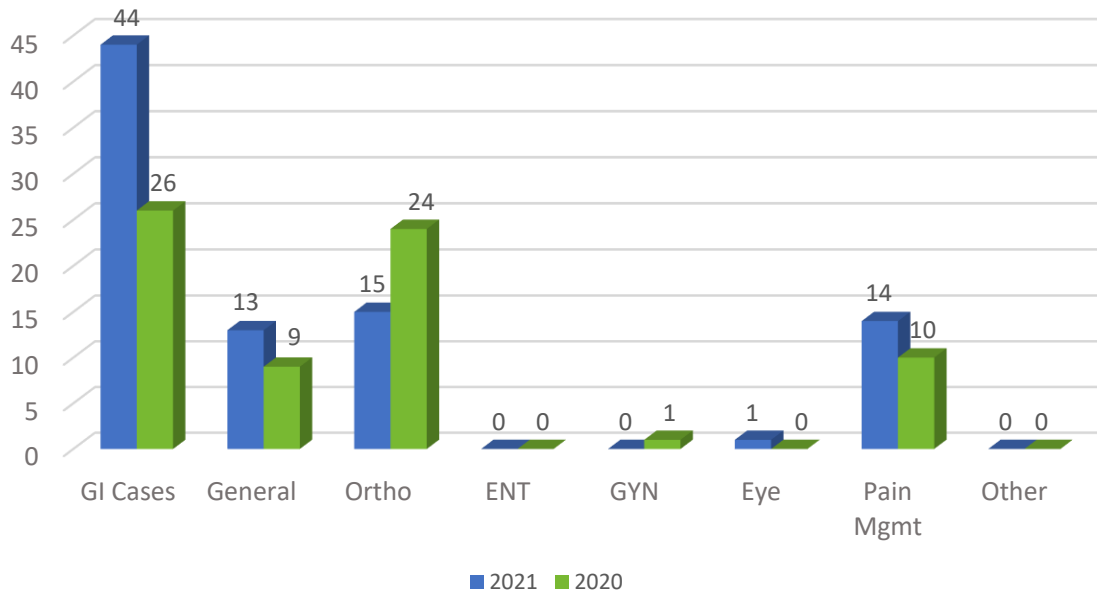


### Average Daily Walk-Ins



## 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  
June 22, 2021**

~~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
<b>Matthew Brown, MD</b>	Initial Appointment	Telemedicine/Teleradiology	Interventional Radiology & Diagnostic Radiology
<b>Heather Murphy, LPCC</b>	Initial Appointment	Behavioral Health Provider/LPCC	Licensed Professional Counselor Candidate
<b>Zachary Norman, MD</b>	Initial Appointment	Telemedicine/Teleneurology	Neurology
<b>Christian Burrell, MD</b>	Reappointment	Telemedicine/Teleneurology	Neurology & Vascular Neurology
<b>Kevin Carmen, MD</b>	Reappointment	Telemedicine/Telepsychiatry	Psychiatry
<b>Jessica Cox, DO</b>	Reappointment	Active/Radiology & Teleradiology	Diagnostic Radiology
<b>Gregory Czuczman, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Kelly D'Amico, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Ahmed El-Emawy, MD</b>	Reappointment	Courtesy/Hospitalist	Family Medicine
<b>Yu Hong, MD</b>	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Sean Walker, MD</b>	Reappointment	Telemedicine/Teleradiology	Interventional Radiology & Diagnostic Radiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 20  
 Courtesy: 20  
 Telemedicine: 118  
 Advanced Practice Providers: 18  
 Honorary: 1  
 Total: 177

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

**Formal Written Resolution 2021-10**

**June 22, 2021**

WHEREAS, Pagosa Springs Medical Center is facing challenges with retaining staff and hiring for unfilled positions.

WHEREAS, there are a variety of reasons for PSMC's challenge of hiring and retaining existing staff including, but not limited to, the following:

1. Other employers are hiring staff away with bonus pay (for example, PSMC has lost nurses to Mercy Regional Medical Center who has offered nursing staff a \$15,000 bonus, payable 50% upon the start of work and 50% upon completion of two years service);
2. Other employers have increased wages higher than PSMC pays (for example, Pagosa's McDonalds starting wage is now \$14 per hour and until June 13, 2021, PSMC's starting wage is \$12.32 per hour but has now been raised to \$14);
3. There are many employers in southwest Colorado who are unable to achieve full staffing due to people who remain out of the market due to the pandemic (for example, a June 1, 2021 article in the *Durango Herald* reports that some restaurants continue to shutter one, two or more days per week due to lack of staffing <https://www.durangoherald.com/articles/wanted-bodies-to-fill-positions-at-durango-restaurants/>);
4. There is a nationwide nursing shortage as relayed in the following press coverage:
  - <https://nursejournal.org/articles/the-us-nursing-shortage-state-by-state-breakdown/>
  - <https://denver.cbslocal.com/2020/11/12/nursing-shortage-covid-woes-colorado-hospitals/>
  - <https://krdo.com/news/top-stories/2021/01/28/nursing-homes-cope-with-huge-staff-shortages-in-colorado/>
  - <https://www.fox21news.com/health/coronavirus/staffing-shortages-at-colorado-long-term-care-facilities-worsened-by-the-pandemic/>
  - <https://www.coloradonursingcenter.org/quick-facts-on-nursing-supply-and-demand/>
5. It is difficult to attract staff who need to find housing when Pagosa Springs lacks an inventory of economical housing; and/or

Upper San Juan Health Service District  
Resolution No. 2021-10  
Page 2

6. As of June 28, 2021, PSMC has 21 unfilled positions -- some require highly specialized skills making it more important than ever for PSMC to retain its staff.

WHEREAS, As of June 1, 2021, PSMC has \$3,394,545 of federal CARES Act stimulus funds on deposit that, under current regulations/rules, must be used by end of day on June 30, 2021, or returned to the federal government if not expended by that date.

WHEREAS, PSMC's auditor affirms that PSMC's federal CARES Act stimulus funds may be used to pay retention compensation to staff.

WHEREAS, PSMC leadership seeks to retain its staff and proposes to pay all PSMC employees retention pay (except those who have already formally resigned and, therefore, cannot be retained).

WHEREAS, PSMC leadership proposes retention pay calculated as 7.5% of annual base compensation (excluding overtime) capped at a maximum of \$7,500 per employee.

WHEREAS, the proposed retention pay (including payroll taxes and employer contribution to retirement) totals approximately \$1,040,000, of which 61% is payable from federal CARES Act stimulus funds and 39% is payable from PSMC's operational funds (which would have the overall result of reducing PSMC's operational days of cash by 4 days).

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES** to authorize payment of retention compensation to all employees (except those who have formally resigned) calculated at 7.5% of annual base compensation (excluding overtime) capped at \$7,500 per employee amounting to the total of approximately \$1,040,000 payable 61% from federal CARES Act stimulus funds and 39% from PSMC's operational cash.

---

Greg Schulte, as Chairman of the Board of Directors  
and President of the District



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

**Formal Written Resolution 2021-11**

**June 22, 2021**

WHEREAS, Pagosa Springs Medical Center (PSMC) staff assessed its ability to meet ongoing oxygen needs of patients during COVID-19 and other situations.

WHEREAS, through an assessment by engineers (RMH Group), PSMC determined that its current use of tanked oxygen would be insufficient: (1) in a surge of patients (e.g., numerous patients on high flow or a patient on a ventilator), (2) if the supplier was unable to deliver oxygen (due to snow, fire, rock slide, etc.), or (3) the supplier lacks supply due to market demand.

WHEREAS, based upon PSMC staff research and the report of RMH Group, PSMC has determined that it would be in the best interests of PSMC patients and the greater Pagosa Springs community for PSMC to acquire and install oxygen concentrator equipment to serve as a source of medical oxygen.

WHEREAS, use of oxygen concentrator equipment in a hospital is fairly novel but at least two hospitals in Alaska and one in Hawaii use oxygen concentrator equipment successfully without issues.

WHEREAS, federal CARES Act stimulus funds can be used for this equipment that will support ongoing patient care needs.

WHEREAS, at the time of issuing the Board packet, PSMC had not yet received the invoice for the oxygen concentrator equipment but has received estimates for less than \$500,000.

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES** to authorize staff to pay up to \$500,000 toward a needed oxygen generation system, payable 61% from federal CARES Act stimulus funds and 39% from PSMC's operational cash.

---

Greg Schulte, as Chairman of the Board of Directors  
and President of the District



**MINUTES OF REGULAR BOARD MEETING**  
**Tuesday, May 25, 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 May 25, 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 Kate Alfred and Director Dr. Jim Pruitt.

Director(s) Absent: None.

**1) CALL TO ORDER**

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

**2) PUBLIC COMMENT**

There was none.

**3) DECISION AGENDA**

- a) Resolution 2021-07

Kami Maztek and Clint Moquist of Dingus, Zarecor & Associates, PLLC presented and discussed the financial indicators and the audit report.

Questions were asked and answered.

Chair Schulte inquired of Finance Committee feedback regarding the audit. Treasurer-Secretary Zeigler noted the Finance Committee’s recommendation to the Board to accept the audit as presented.

Further questions were asked and answered.

Director Cox motioned to accept Resolution 2021-07 regarding acceptance of the 2020 audit report of Dingus, Zarecor & Associates, PLLC. Upon motion seconded by Treasurer-Secretary Zeigler, the Board unanimously accepted said resolution.

b) Resolution 2021-08

PSMC's Director of Clinical Value, Anita Hooton, gave an overview of the reasons for, and scope of, PSMC's Quality Assurance and Performance Improvement Plan.

Questions were asked and answered.

Vice-Chair Mees motioned to accept Resolution 2021-08 regarding acceptance of the Quality Assurance and Performance Improvement Plan. Upon motion seconded by Director Dr. Pruitt, the Board unanimously accepted said resolution.

c) Resolution 2021-09

COO-CNO Douglas gave an overview of the reason for, and scope of, PSMC's Annual Program Evaluation for 2020.

Questions were asked and answered.

Director Daniels motioned to accept Resolution 2021-09 regarding acceptance of the PSMC's Annual Program Evaluation for 2020. Upon motion seconded by Director Cox, the Board unanimously accepted said resolution.

4) REPORTS

a) Oral Reports

i) Chair Report

There was no report.

ii) CEO Report

CEO Dr. Rhonda Webb discussed the following updates:

- Transactions will close for the refinancing of the 2006 Bonds on Thursday, 05/27/2021, and will provide significant savings over the next 15 years for the District.
- PSMC continues to admit COVID-19 patients, typically 1-2 at a time.
- Colorado Hospital Association is appealing to extend the 06/30/2021 deadline for spending of CARES Act funds.
- CFO Keplinger was advised by DOLA that PSMC's projects were a model that DOLA used to change their rules regarding the use of grant funds for permanent projects, i.e. the building of the vestibule, air pressure updates, and the Aspen Room project.

Questions were asked and answered.

iii) Executive Committee

There was no report.

iv) Foundation Committee

There was no report.

v) Facilities Committee

Vice-Chair Mees advised the Board the MRI machine is currently in storage outside of Los Angeles, CA and the building that will be housing the MRI machine is currently in Ohio. There is an RFP that has been published for a contractor for the foundations and utilities associated with the building.

Vice-Chair Mees then advised the oxygen generation plans are waiting on comment from the State.

Questions were asked and answered.

vi) Strategic Planning Committee

Chair Schulte advised the Board the Strategic Planning Committee met on 05/20/2021 to discuss the draft Strategic Plan and the revisions following the feedback of the work session held on 04/13/2021. Plans are being made to meet with community public entities (such as the Board of County Commissioners, Town of Pagosa, etc.) in June and July to receive feedback and then to host two public forums in August, with the goal of presenting the Strategic Plan to the Board for approval in September.

vii) Finance Committee & Report

CFO Keplinger presented and discussed the PowerPoint presentation.

Director Cox requested an update regarding cash collections related to the billing issue that was reported earlier in the year. CFO Keplinger answered.

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

b) Written Reports

i) Operations Report

Director Cox asked a question regarding "No Patient Contact" as reported in EMS 911 responses. COS Battels and COO-CNO Douglas answered.

Director Cox then asked a question regarding the reported increase in GI surgeries. COO-CNO Douglas and CEO Dr. Webb answered.

ii) Medical Staff Report

There were no questions.

5) CONSENT AGENDA

Treasurer-Secretary Zeigler motioned to approve the Board Member absences, special meeting minutes of 04/29/2021 and the Medical Staff report recommendations for new or renewal of provider privileges.

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

6) OTHER BUSINESS

The Board received the draft community report and gave some verbal feedback. Chair Schulte advised the Board that feedback regarding the draft Community Report will need to be submitted to Clerk to the Board, Heather Thomas, by end of day Wednesday, 06/02/2021.

7) ADJOURN

There being no further business, Chair Schulte adjourned the regular meeting at 6:58 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board