



NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, May 27, 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 by Clerk of the Board that Board Members elected May 6, 2025 are seated:
 - i) Affirmation of execution of the Oath of Office of the following members elected or re-elected to the Board on May 6, 2025: Kate Alfred, Mark Floyd, Eric Foss, Wayne Hooper, and Ashley Wilson.
 - ii) Affirmation that *all* Directors are covered by the District's Directors & Officers Insurance Policy.
- b) Confirmation of quorum
- c) Board Director self-disclosure of actual, potential, or perceived conflicts of interest
- d) Approval of the Agenda (and changes, if any)

2) PUBLIC COMMENT This is an opportunity for the public to make 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 *911 Dispatch Services - presented by PSMC's EMS Chief, Jason Webb*

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Kate Alfred
 - ii) CEO Report Rhonda Webb, MD
 - iii) ~~Executive Committee~~
 - iv) ~~Foundation Board~~
 - v) ~~Facilities Committee~~

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

vi) ~~Strategic Planning Committee~~

vii) [Finance Committee Report](#)

Treasurer Mark Floyd and CFO Keplinger

(a) [April 2025 Financials](#)

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

i) [Medical Staff Report](#)

Chief of Staff, Dr. Corinne Reed

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

a) Approval of Board Member absences:

i) Regular meeting of **05/27/2025**

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

i) [Regular meeting of 04/22/2025](#)

c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.

6) DECISION AGENDA

a) [Consideration of Resolution 2025-06](#) regarding continuation of the Trauma Program.

b) [Consideration of Resolution 2025-07](#) regarding appointment of a Board Search Committee.

c) [Consideration of Resolution 2025-08](#) regarding temporarily waiving the election of the officer positions of Vice Chair and Treasurer.

d) Election of the Board Chair (or Officers depending on outcome of the vote on Resolution 2025-08).

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, June 24, 2025, at 5:00 p.m. MST

**Finance Committee & CFO Report for the
USJHSD Board Meeting on May 27, 2025**

The Board's Finance Committee met on May 20, 2025 (present: Treasurer/Dir. Mark Floyd and at-large member Dwight Peters as well as the CEO, CFO, CAO and the Controller). The report below summarizes the April financials and any comments or questions of the Committee.

1) **APRIL FINANCIALS:**

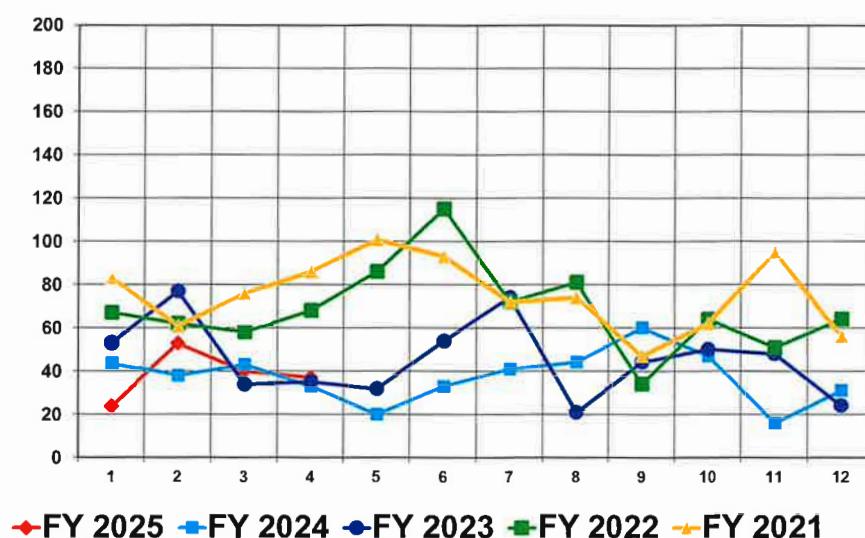
- a) **Bottom line and Income Statement:**
 - i) Nothing remarkable to report about April. PSMC had a negative bottom line which is fairly typical for April and we budgeted a negative bottom line for the month.
 - ii) PSMC had gross charges of \$7,115,117 (Income Statement line 19). Payer deductions to those gross charges were significant at <- \$3,852,923> (Income Statement line 21) and together with bad debt charity care resulted in a deduction to charges of just under 4 million (Income Statement line 25). Total monthly expenses were as budgeted. For the month of April, PSMC had a negative bottom line of \$334,229 (Income Statement line 52). Year-to-date bottom line remains positive and better than budget.
 - iii) Discussion of volumes: April has traditionally followed a "shoulder season" trend although the off/low season trend is less pronounced in recent years.
- b) **Accounts Receivable:** Days of Accounts Receivable are in good shape and decreased slightly to 50 days.
- c) **Cash on Hand and Statement of Cash Flows:**
 - i) Cash increased slightly to 110.1 days of cash on hand.
- d) **Balance Sheet:**
- e) **Comments of Finance Committee:**
 - i) No objections to the April financials.


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

FINANCIAL PRESENTATION
YTD APRIL 2025

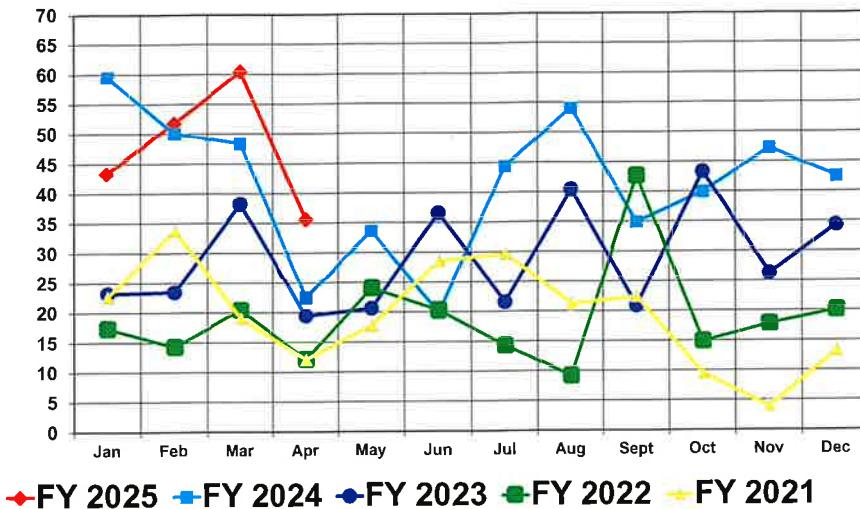
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PATIENT DAYS



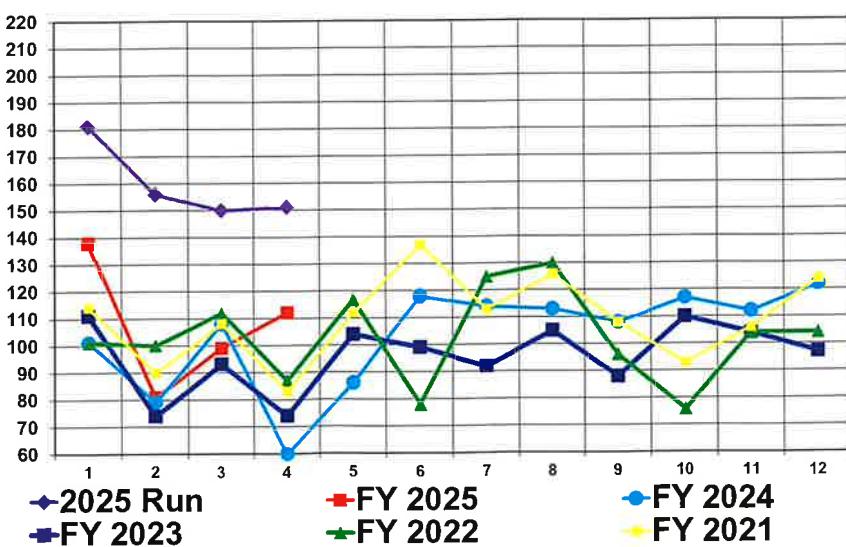
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OBSERVATION DAY EQUIVALENT

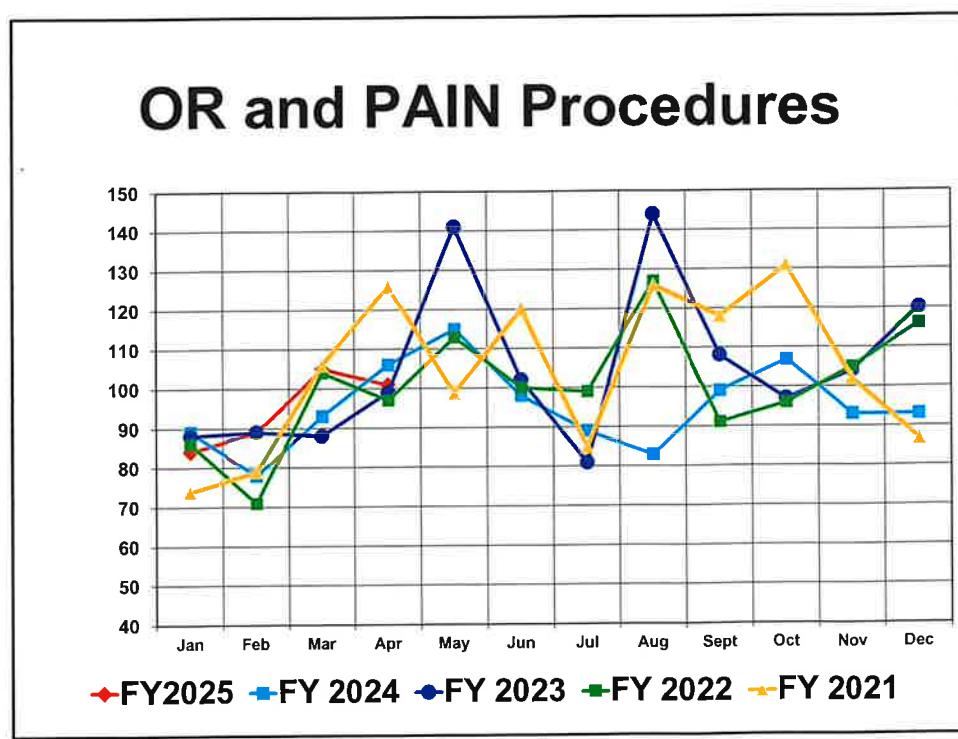
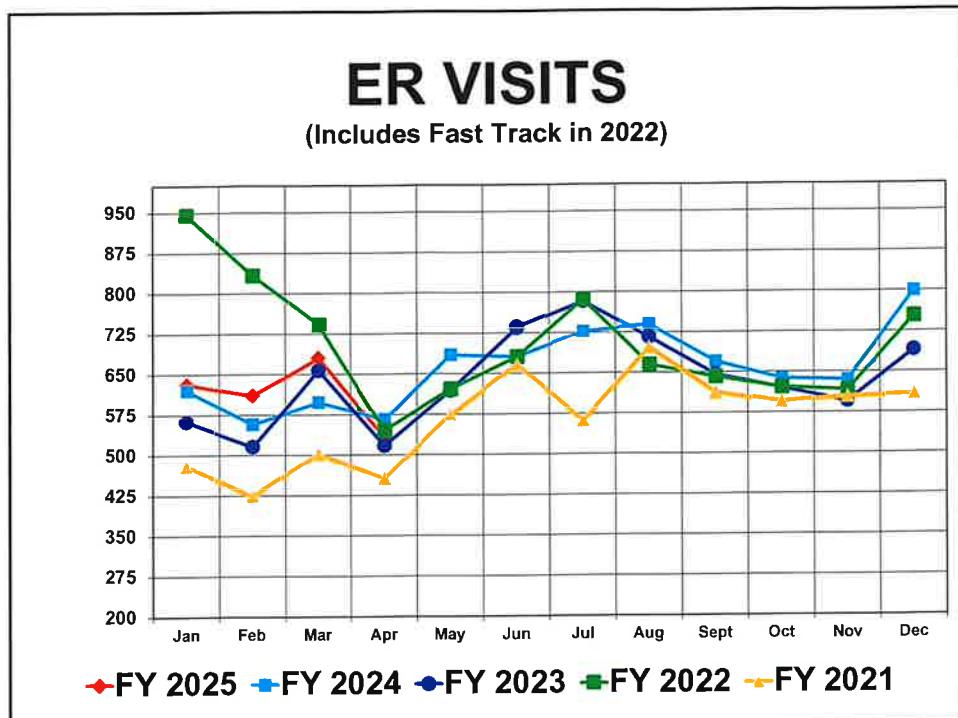


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BILLABLE EMS RUNS

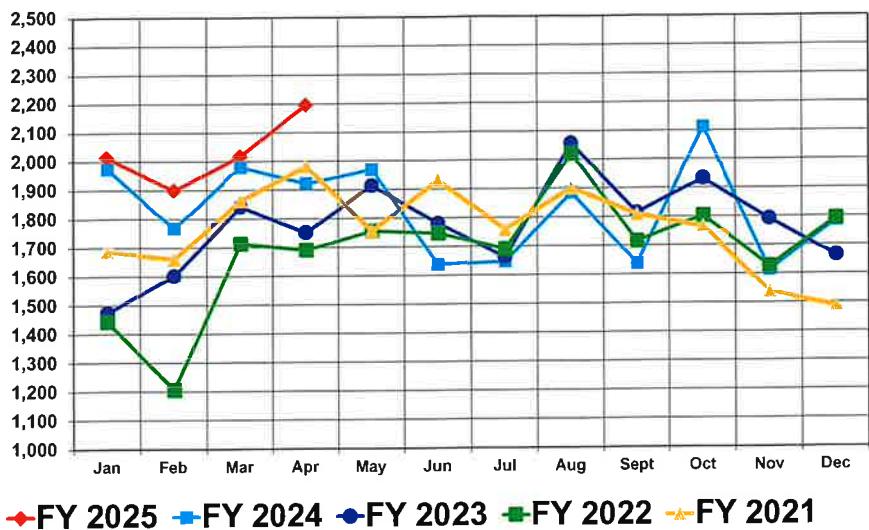


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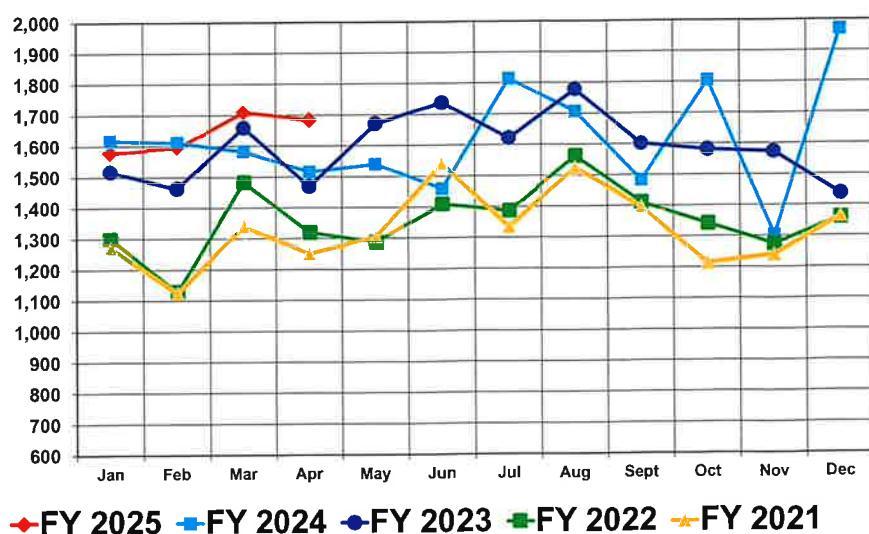
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RURAL HEALTH CLINIC VISITS

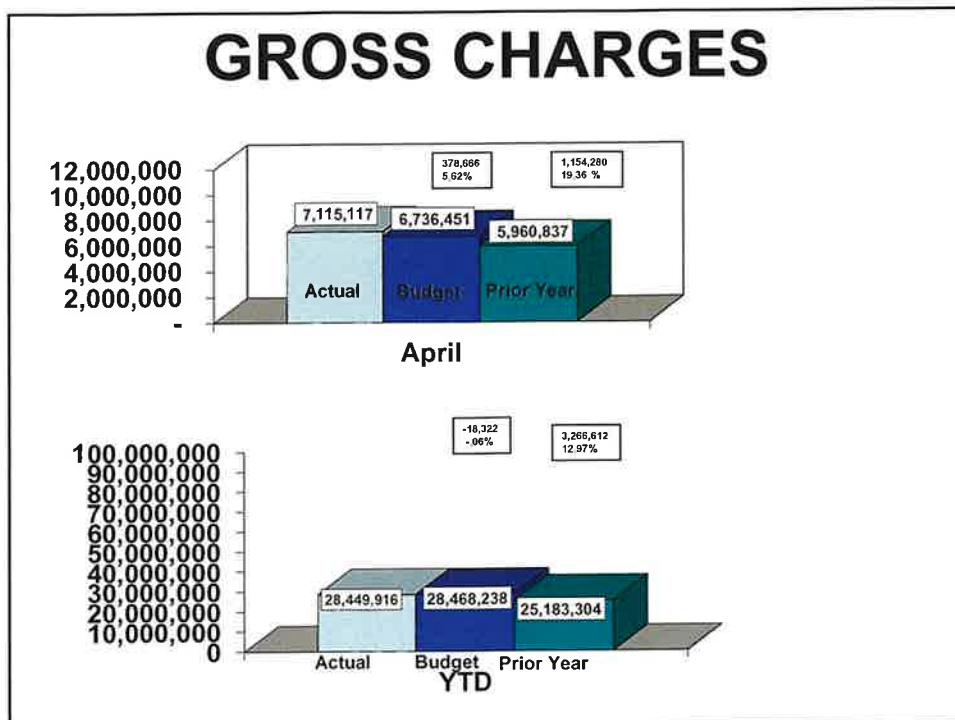


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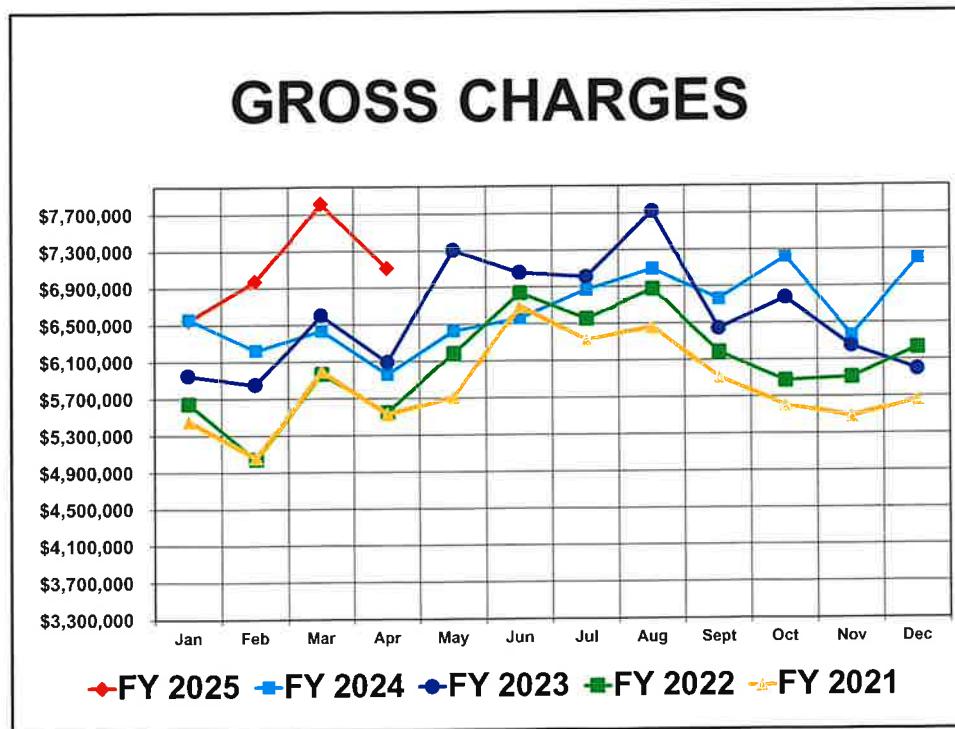
RADIOLOGY EXAMS



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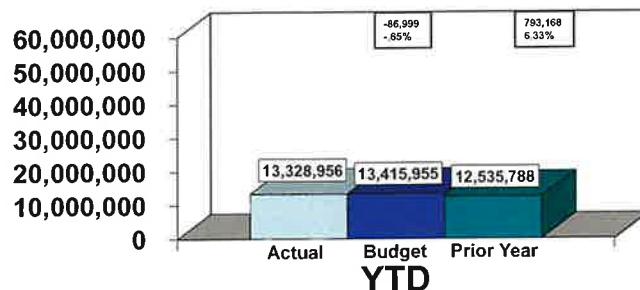
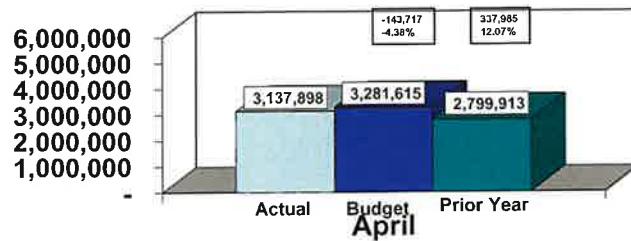


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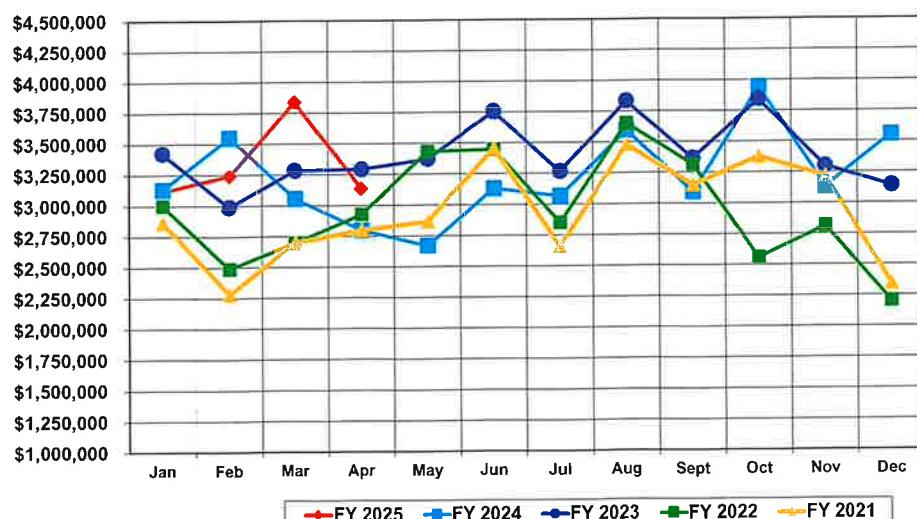
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NET PATIENT REVENUE

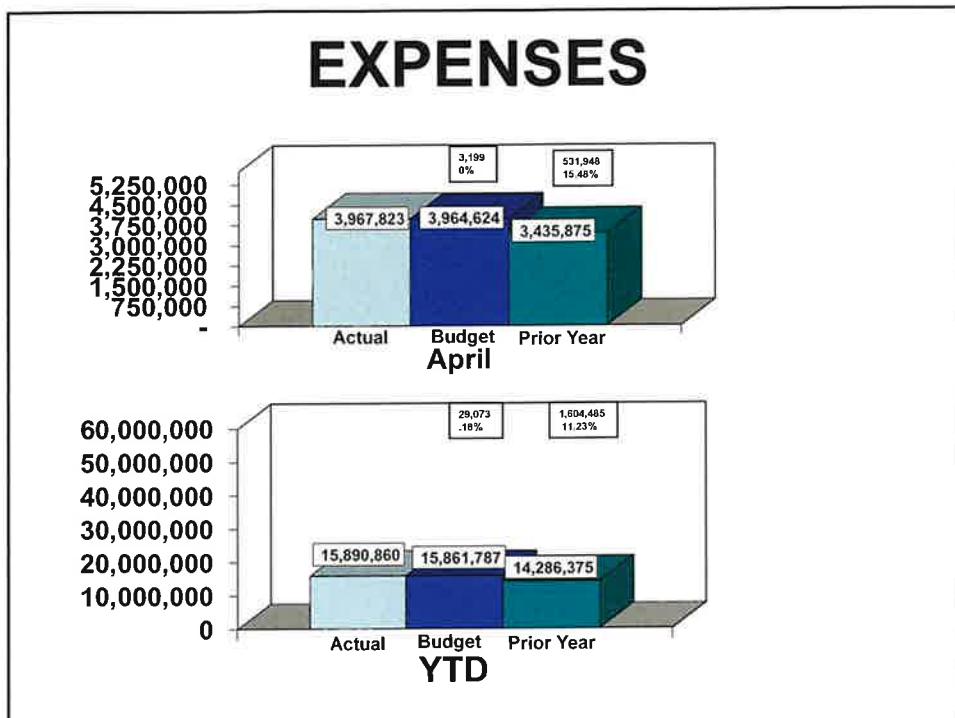


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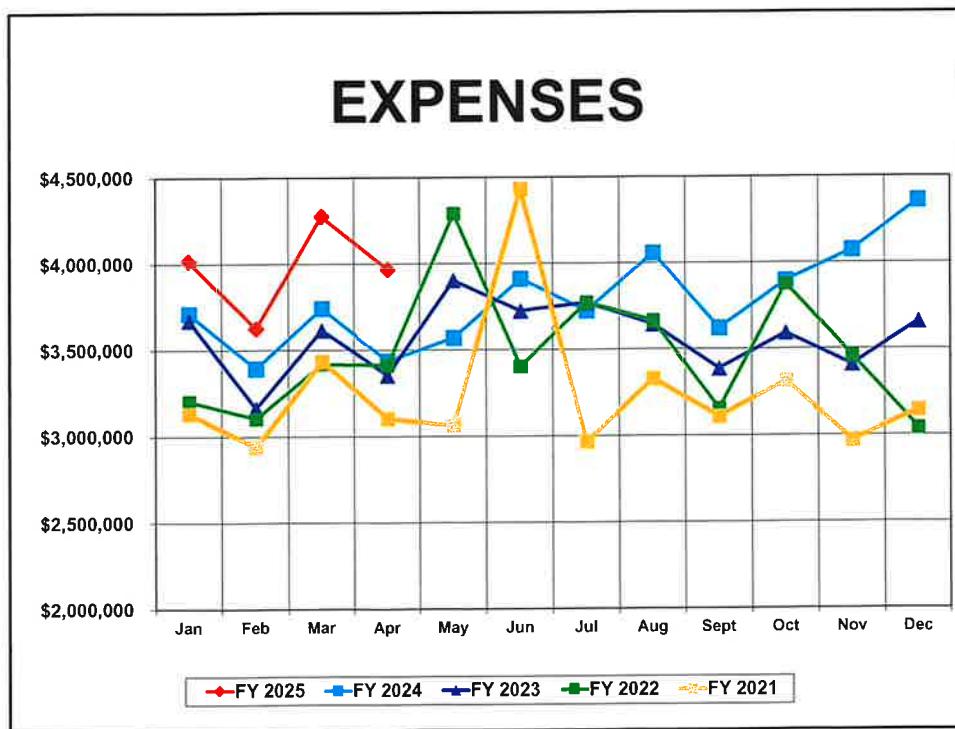
NET PATIENT REVENUE



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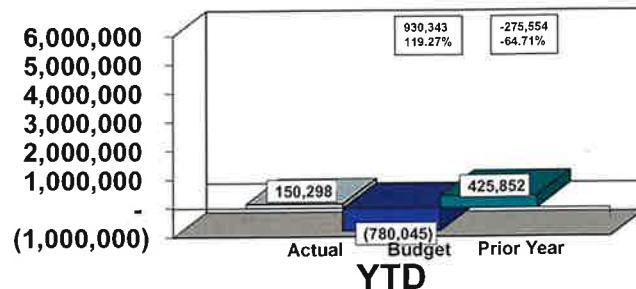
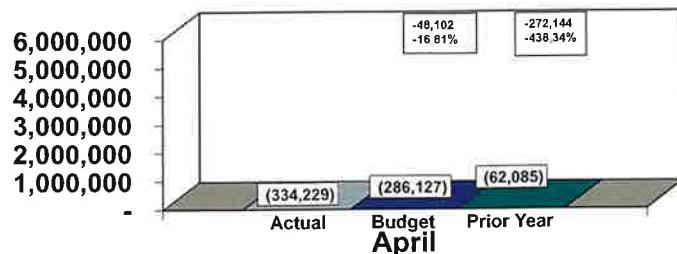


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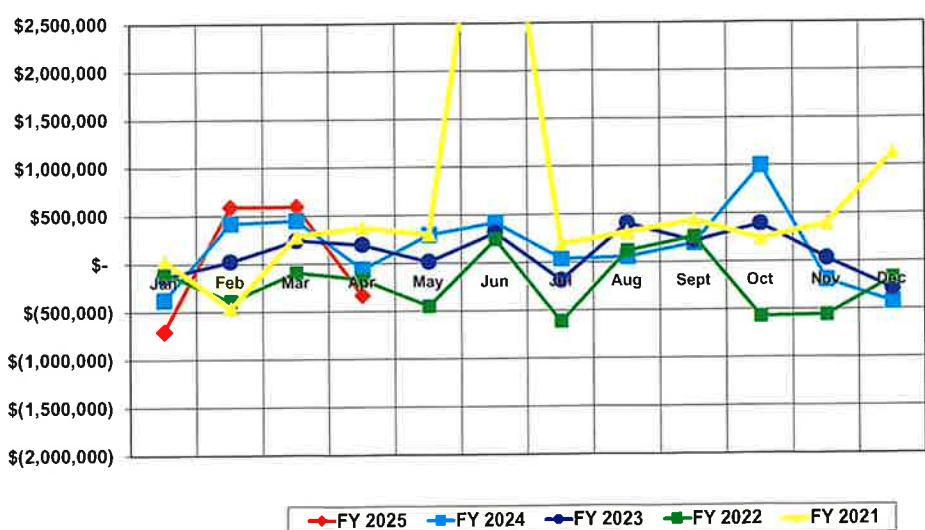
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NET INCOME



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NET INCOME BY MONTH



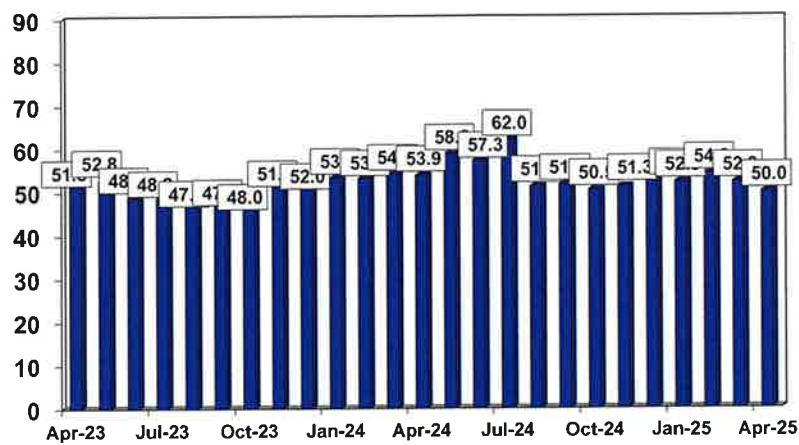
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Summary of Financials

| | March | April |
|------------------------------|-----------|-----------|
| Gross Charges | 7,809,899 | 7,115,117 |
| Net Revenue | 3,836,839 | 3,137,898 |
| Expenses | 4,276,079 | 3,967,823 |
| Grants, Misc and Tax Revenue | 1,035,165 | 495,696 |
| Grants and Misc | 328,263 | 211,136 |
| Tax Revenue | 706,902 | 284,560 |
| Net Income | 595,925 | (334,229) |

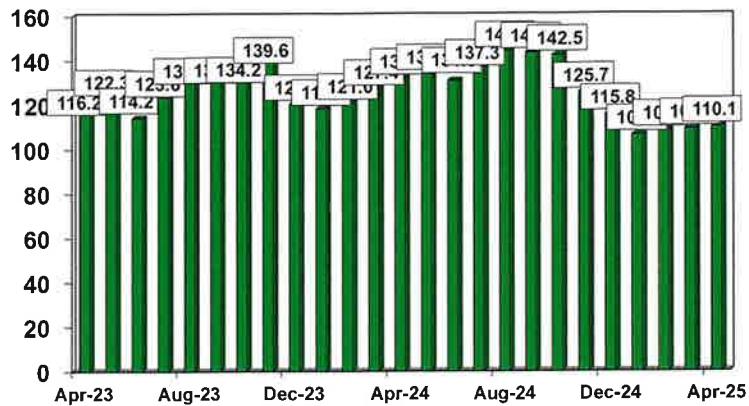
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GROSS DAYS IN ACCOUNTS RECEIVABLE



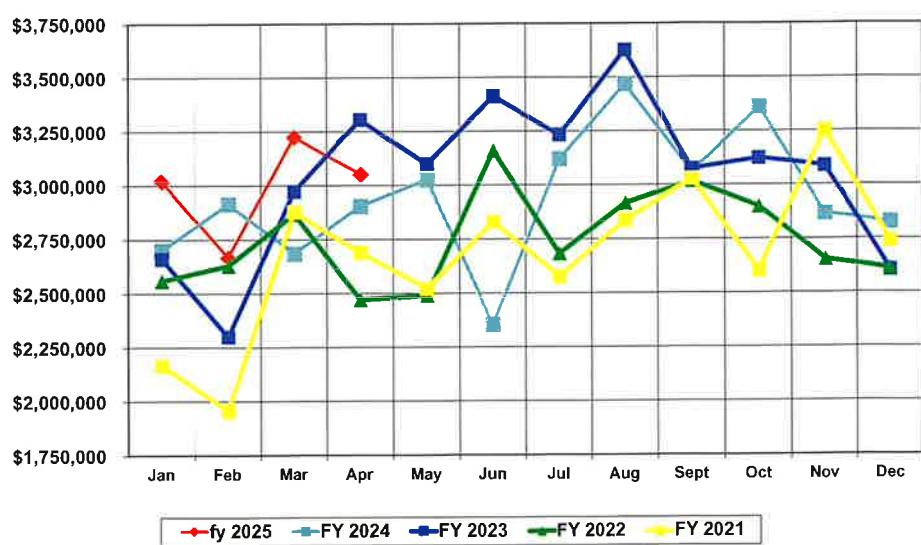
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DAYS CASH ON HAND



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CASH COLLECTIONS



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Pagosa Springs Medical Center

| Income Statement Comparison - - - April 30, 2025 | | | | | | | | Page 1 | |
|--|---------------------|---------------------|--------------------|-------------|--------------------|---------------------|-------------------|-------------|----|
| | Current Month | | | | Year-to-Date | | | | |
| | 2025 | Budget | Difference | Variance | 2025 | Budget | Difference | Variance | |
| Revenue | | | | | | | | | |
| 7 Total In-patient Revenue | 277,126 | 146,298 | 130,828 | 89% | 713,859 | 702,730 | 11,129 | 2% | |
| 17 Total Out-patient Revenue | 6,364,533 | 5,938,328 | 426,205 | 7% | 25,475,342 | 25,050,827 | 424,515 | 2% | |
| 18 Professional Fees | 473,458 | 651,825 | (178,367) | -27% | 2,260,715 | 2,714,681 | (453,966) | -17% | |
| 19 Total Patient Charges | 7,115,117 | 6,736,451 | 378,666 | 6% | 28,449,916 | 28,468,238 | (18,322) | 0% | |
| 20 Revenue Deductions & Bad Debt | | | | | | | | | |
| 21 Contractual Allowances | 3,852,923 | 3,510,863 | 342,060 | 10% | 15,574,399 | 15,274,161 | 300,238 | 2% | |
| 22 Charity | 106,568 | 38,300 | 68,268 | 178% | 228,910 | 153,650 | 75,260 | 49% | |
| 23 Bad Debt | 341,537 | 223,305 | 118,232 | 53% | 612,888 | 895,845 | (282,957) | -32% | |
| 24 Provider Fee & Other | (323,809) | (317,632) | (6,177) | 2% | (1,295,237) | (1,271,373) | (23,864) | 2% | |
| 25 Total Revenue Deductions & Bad Debt | 3,977,219 | 3,454,836 | 522,383 | 15% | 15,120,960 | 15,052,283 | 68,677 | 0% | |
| 26 Total Net Patient Revenue | 3,137,898 | 3,281,615 | (143,717) | -4% | 13,328,956 | 13,415,955 | (86,999) | -1% | |
| 27 Grants | 72,191 | 25,997 | 46,194 | 178% | 242,206 | 102,073 | 140,133 | 137% | |
| 28 HHS Stimulus Other Revenue | - | - | - | - | - | - | - | - | 0% |
| 29 COVID PPP Loan Forgiveness | - | - | - | 0% | - | - | - | - | 0% |
| 30 Other Operating Income - Misc | 88,648 | 93,470 | (4,822) | -5% | 439,048 | 366,998 | 72,050 | 20% | |
| 31 Total Net Revenues | 3,298,737 | 3,401,082 | (102,345) | -3% | 14,010,210 | 13,885,026 | 125,184 | 1% | |
| Operating Expenses | | | | | | | | | |
| 33 Salary & Wages | 1,929,504 | 2,080,316 | (150,812) | -7% | 7,756,294 | 8,321,265 | (564,971) | -7% | |
| 34 Benefits | 363,966 | 334,832 | 29,134 | 9% | 1,356,720 | 1,336,017 | 20,703 | 2% | |
| 35 Professional Fees/Contract Labor | 177,127 | 122,976 | 54,151 | 44% | 715,817 | 518,391 | 197,426 | 38% | |
| 36 Purchased Services | 204,833 | 163,728 | 41,105 | 25% | 760,445 | 654,930 | 105,515 | 16% | |
| 37 Supplies | 625,400 | 613,907 | 11,493 | 2% | 2,716,231 | 2,468,472 | 247,759 | 10% | |
| 38 Rent & Leases | 31,903 | 15,769 | 16,134 | 102% | 108,525 | 63,078 | 45,447 | 72% | |
| 39 Repairs & Maintenance | 51,088 | 68,642 | (17,554) | -26% | 213,595 | 273,874 | (60,279) | -22% | |
| 40 Utilities | 53,554 | 37,431 | 16,123 | 43% | 173,288 | 149,020 | 24,268 | 16% | |
| 41 Insurance | 38,892 | 38,355 | 537 | 1% | 154,598 | 153,420 | 1,178 | 1% | |
| 42 Depreciation & Amortization | 223,754 | 207,394 | 16,360 | 8% | 874,636 | 825,673 | 48,963 | 6% | |
| 43 Interest | 104,812 | 103,265 | 1,547 | 1% | 417,173 | 412,044 | 5,129 | 1% | |
| 44 Other | 162,990 | 178,009 | (15,019) | -8% | 643,538 | 685,603 | (42,065) | -6% | |
| 45 Total Operating Expenses | 3,967,823 | 3,964,624 | 3,199 | 0% | 15,890,860 | 15,861,787 | 29,073 | 0% | |
| 46 Operating Revenue Less Expenses | (669,086) | (563,542) | (105,544) | -19% | (1,880,650) | (1,976,761) | 96,111 | 5% | |
| Non-Operating Income | | | | | | | | | |
| 48 Interest Income | 50,297 | 60,261 | (9,964) | -17% | 200,830 | 189,831 | 10,999 | 6% | |
| 49 Tax Revenue | 284,560 | 217,154 | 67,406 | 31% | 1,079,559 | 1,006,885 | 72,674 | 7% | |
| 50 Donations | - | - | - | - | 750,559 | - | 750,559 | - | |
| 51 Total Non-Operating Income | 334,857 | 277,415 | 57,442 | 21% | 2,030,948 | 1,196,716 | 834,232 | 70% | |
| 52 Total Revenue Less Total Expenses | \$ (334,229) | \$ (286,127) | \$ (48,102) | -17% | \$ 150,298 | \$ (780,045) | \$ 930,343 | 119% | |

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

REPORTS 4.a.vii.(a)

| Income Statement Comparison - - - April 30, 2025 | | | | | | | | Page 2 | |
|--|---------------------|--------------------|---------------------|--------------|--------------------|-------------------|---------------------|--------------|--|
| | Current Month | | | | Year-to-Date | | | | |
| | 2025 | 2024 | Difference | Variance | 2025 | 2024 | Difference | Variance | |
| Revenue | | | | | | | | | |
| 7 Total In-patient Revenue | 277,126 | 124,673 | 152,453 | 122% | 713,859 | 598,870 | 114,989 | 19% | |
| 17 Total Out-patient Revenue | 6,364,533 | 5,307,861 | 1,056,672 | 20% | 25,475,342 | 22,383,388 | 3,091,954 | 14% | |
| 18 Professional Fees | 473,458 | 528,303 | (54,845) | -10% | 2,260,715 | 2,201,046 | 59,669 | 3% | |
| 19 Total Patient Charges | 7,115,117 | 5,960,837 | 1,154,280 | 19% | 28,449,916 | 25,183,304 | 3,266,612 | 13% | |
| 20 Revenue Deductions & Bad Debt | | | | | | | | | |
| 21 Contractual Allowances | 3,852,923 | 3,085,705 | 767,218 | 25% | 15,574,399 | 13,421,439 | 2,152,960 | 16% | |
| 22 Charity | 106,568 | 9,495 | 97,073 | 1022% | 228,910 | 79,024 | 149,886 | 190% | |
| 23 Bad Debt | 341,537 | 398,289 | (56,752) | -14% | 612,888 | 477,965 | 134,923 | 28% | |
| 24 Provider Fee & Other | (323,809) | (332,565) | 8,756 | -3% | (1,295,237) | (1,330,912) | 35,675 | -3% | |
| 25 Total Revenue Deductions & Bad Debt | 3,977,219 | 3,160,924 | 816,295 | 26% | 15,120,960 | 12,647,516 | 2,473,444 | 20% | |
| 26 Total Net Patient Revenue | 3,137,898 | 2,799,913 | 337,985 | 12% | 13,328,956 | 12,535,788 | 793,168 | 6% | |
| 27 Grants | 72,191 | 51,409 | 20,782 | 40% | 242,206 | 207,385 | 34,821 | 17% | |
| 28 HHS Stimulus Other Revenue | - | - | - | - | - | - | - | - | |
| 29 COVID PPP Loan Forgiveness | - | - | - | - | - | - | - | - | |
| 30 Other Operating Income - Misc | 88,648 | 174,971 | (86,323) | -49% | 439,048 | 681,008 | (241,960) | -36% | |
| 31 Total Net Revenues | 3,298,737 | 3,026,293 | 272,444 | 9% | 14,010,210 | 13,424,181 | 586,029 | 4% | |
| Operating Expenses | | | | | | | | | |
| 33 Salary & Wages | 1,929,504 | 1,715,298 | 214,206 | 12% | 7,756,294 | 7,329,366 | 426,928 | 6% | |
| 34 Benefits | 363,966 | 212,153 | 151,813 | 72% | 1,356,720 | 1,032,029 | 324,691 | 31% | |
| 35 Professional Fees/Contract Labor | 177,127 | 174,181 | 2,946 | 2% | 715,817 | 697,749 | 18,068 | 3% | |
| 36 Purchased Services | 204,833 | 48,150 | 156,683 | 325% | 760,445 | 712,459 | 47,986 | 7% | |
| 37 Supplies | 625,400 | 479,787 | 145,613 | 30% | 2,716,231 | 2,085,141 | 631,090 | 30% | |
| 38 Rent & Leases | 31,903 | 11,596 | 20,307 | 175% | 108,525 | 37,557 | 70,968 | 189% | |
| 39 Repairs & Maintenance | 51,088 | 40,705 | 10,383 | 26% | 213,595 | 191,765 | 21,830 | 11% | |
| 40 Utilities | 53,554 | 34,544 | 19,010 | 55% | 173,288 | 176,037 | (2,749) | -2% | |
| 41 Insurance | 38,892 | 36,254 | 2,638 | 7% | 154,598 | 147,470 | 7,128 | 5% | |
| 42 Depreciation & Amortization | 223,754 | 324,105 | (100,351) | -31% | 874,636 | 856,218 | 18,418 | 2% | |
| 43 Interest | 104,812 | 186,138 | (81,326) | -44% | 417,173 | 433,700 | (16,527) | -4% | |
| 44 Other | 162,990 | 172,964 | (9,974) | -6% | 643,538 | 586,884 | 56,654 | 10% | |
| 45 Total Operating Expenses | 3,967,823 | 3,435,875 | 531,948 | 15% | 15,890,860 | 14,286,375 | 1,604,485 | 11% | |
| 46 Operating Revenue Less Expenses | (669,086) | (409,582) | (259,504) | -63% | (1,880,650) | (862,194) | (1,018,456) | -118% | |
| Non-Operating Income | | | | | | | | | |
| 48 Interest Income | 50,297 | 64,526 | (14,229) | -22% | 200,830 | 243,597 | (42,767) | -18% | |
| 49 Tax Revenue | 284,560 | 282,971 | 1,589 | 1% | 1,079,559 | 1,044,449 | 35,110 | 3% | |
| 50 Donations | - | - | - | - | 750,559 | - | 750,559 | - | |
| 51 Total Non-Operating Income | 334,857 | 347,497 | (12,640) | -4% | 2,030,948 | 1,288,046 | 742,902 | 58% | |
| 52 Total Revenue Less Total Expenses | \$ (334,229) | \$ (62,085) | \$ (272,144) | -438% | \$ 150,298 | \$ 425,852 | \$ (275,554) | -65% | |

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

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Balance Sheet -- April 30, 2025

| Assets | Current Month | Prior Month | Liabilities | Current Month | Prior Month |
|---------------------------------|----------------------|----------------------|---|----------------------|----------------------|
| Current Assets | | | | | |
| Cash | | | Current Liabilities | | |
| Operating (TBK) | \$ 2,102,957 | \$ 2,306,023 | Accts Payable - System | \$ 1,134,149 | \$ 1,290,868 |
| COLO Trust | 1,838,395 | 1,831,768 | Accrued Expenses | 789,197 | 884,105 |
| Debt Svc. Res. 2016 Bonds (UMB) | 878,731 | 878,731 | Cost Report Settlement Res | (1,006,136) | (999,304) |
| Bond Funds - 2016 Bonds (UMB) | 681 | 679 | Wages & Benefits Payable | 2,681,955 | 2,449,215 |
| Bond Funds - 2021 (UMB) | 5,381,694 | 5,094,677 | Deferred Revenue | 1,191,592 | 1,471,652 |
| CSIP Investments | 4,450,054 | 4,434,092 | 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 | 324,983 | 323,741 |
| Medicare Accelerated Pmt | - | - | Current Portion of LT Debt-75 S Pagosa | 130,000 | 130,000 |
| Total Cash | 14,652,512 | 14,545,970 | Current Portion of LT Debt-2021 | 450,000 | 450,000 |
| | | | Current Portion of LT Debt-2016 | 235,000 | 235,000 |
| | | | Total Current Liabilities | 5,930,740 | 6,235,277 |
| Accounts Receivable | | | | | |
| Patient Revenue - Net | 4,839,621 | 5,073,279 | Long-Term Liabilities | | |
| Other Receivables | 1,550,113 | 1,959,661 | Leases Payable - 75 S Pagosa | 1,925,000 | 1,925,000 |
| Total Accounts Receivable | 6,389,734 | 7,032,940 | GASB 87 and 96 Capital Leases | 4,604,397 | 4,665,353 |
| Inventory | | | | | |
| | 2,116,932 | 2,107,681 | Bond Premium (Net) - 2006 Def Outflows | 161,264 | 162,376 |
| | | | Bond Premium (Net) - 2016 | 107,054 | 107,479 |
| Total Current Assets | 23,159,178 | 23,686,591 | Bond Premium (Net) - 2021 | 603,620 | 607,591 |
| Fixed Assets | | | | | |
| Property Plant & Equip (Net) | 20,243,683 | 20,136,480 | Bonds Payable - 2021 | 6,580,000 | 6,580,000 |
| GASB 87 & 96 Assets (Net) | 4,080,718 | 4,148,492 | Bonds Payable - 2006 | - | - |
| Work In Progress | 3,802,692 | 3,987,512 | Bonds Payable - 2016 | 8,560,000 | 8,560,000 |
| Land | 704,021 | 704,021 | Total Long-Term Liabilities | 22,541,335 | 22,607,799 |
| Total Fixed Assets | 28,831,114 | 28,976,505 | Net Assets | | |
| Other Assets | | | | | |
| Prepays & Other Assets | 558,082 | 590,509 | Un-Restricted | 23,926,001 | 23,926,001 |
| Total Other Assets | 558,082 | 590,509 | Current Year Net Income/Loss | 150,298 | 484,528 |
| Total Assets | \$ 52,548,374 | \$ 53,253,605 | Total Un-Restricted | 24,076,299 | 24,410,529 |
| | | | Total Liabilities & Net Assets | \$ 52,548,374 | \$ 53,253,605 |

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

Pagosa Springs Medical Center

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Monthly Trends

| | Apr-24 | May-24 | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 | Apr-25 | YTD Total |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| Activity | 30 | 30 | 30 | 31 | 31 | 30 | 31 | 30 | 31 | 31 | 28 | 31 | 31 | 121 |
| 2 In-Patient Admissions | 13 | 9 | 14 | 19 | 19 | 21 | 17 | 12 | 14 | 19 | 19 | 13 | 13 | 64 |
| 3 In-Patient Days | 33 | 20 | 33 | 41 | 44 | 60 | 47 | 16 | 31 | 24 | 29 | 40 | 37 | 130 |
| 4 Avg Stay Days (In-patients) | 2.5 | 2.2 | 2.4 | 2.2 | 2.3 | 2.9 | 2.8 | 1.3 | 2.2 | 1.3 | 1.5 | 3.1 | 2.8 | 2.0 |
| 8 Average Daily Census | 1.1 | 0.7 | 1.1 | 1.3 | 1.4 | 2.0 | 1.5 | 0.5 | 1.0 | 0.8 | 1.0 | 1.3 | 1.2 | 1.1 |
| Statistics | | | | | | | | | | | | | | |
| 9 E/R visits | 566 | 685 | 681 | 727 | 739 | 670 | 638 | 635 | 800 | 631 | 610 | 680 | 533 | 2,454 |
| 10 Observ Hours | 542 | 806 | 478 | 1,064 | 1,297 | 838 | 960 | 1,132 | 1,019 | 1,038 | 1,244 | 1,450 | 854 | 4,586 |
| 11 Lab Tests | 6,313 | 6,647 | 5,897 | 6,923 | 6,701 | 6,557 | 7,020 | 6,671 | 6,838 | 6,948 | 6,361 | 7,085 | 6,962 | 27,356 |
| 12 Radiology/CT/MRI Exams | 1,516 | 1,540 | 1,459 | 1,814 | 1,707 | 1,483 | 1,806 | 1,304 | 1,970 | 1,578 | 1,594 | 1,710 | 1,686 | 6,568 |
| 14 OR Cases | 106 | 115 | 98 | 89 | 83 | 99 | 107 | 93 | 93 | 84 | 89 | 105 | 101 | 379 |
| 15 Clinic Visits | 1,923 | 1,970 | 1,637 | 1,648 | 1,885 | 1,637 | 2,112 | 1,614 | 1,786 | 2,014 | 1,900 | 2,017 | 2,196 | 8,127 |
| 16 Spec. Clinic Visits | 35 | 59 | 33 | 46 | 45 | 103 | 51 | 50 | 54 | 57 | 60 | 39 | 59 | 215 |
| 17 Oncology Clinic Visits | 126 | 133 | 70 | 104 | 97 | 97 | 86 | 93 | 104 | 112 | 96 | 102 | 112 | 422 |
| 18 Oncology/Infusion Patients | 115 | 229 | 242 | 323 | 283 | 317 | 267 | 275 | 303 | 219 | 260 | 307 | 366 | 1,152 |
| 19 EMS Transports | 60 | 86 | 118 | 114 | 113 | 108 | 117 | 112 | 122 | 138 | 81 | 99 | 112 | 430 |
| 20 Total Stats | 11,302 | 12,270 | 10,401 | 12,852 | 12,950 | 11,909 | 13,164 | 11,979 | 13,089 | 12,830 | 12,295 | 13,594 | 12,981 | 51,689 |

Pagosa Springs Medical Center --- Statistical Review

| Statistical Review | | | | | | | | | Page 5 | |
|-------------------------------|----------------------|----------------------|----------|--------------|--------------|----------|-------------------|--------------------|------------|----------|
| 2025 | April | | | April | | | April 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 | 14 | 13 | 1 | 65 | 61 | 4 | 65 | 56 | 9 | 16% |
| 4 Swing Bed | - | - | - | - | - | - | - | - | - | - |
| 5 Total | 14 | 13 | 1 | 65 | 61 | 4 | 65 | 56 | 9 | 16% |
| 7 Patient Days: | | | | | | | | | | |
| 8 Acute | 37 | 32 | 5 | 130 | 152 | (22) | 130 | 158 | (28) | -18% |
| 9 Swing Bed | - | - | - | - | - | - | - | - | - | - |
| 10 Total | 37 | 32 | 5 | 130 | 152 | (22) | 130 | 158 | (28) | -18% |
| 12 Average Daily Census: | | | | | | | | | | |
| 13 # Of Days | 30 | 30 | | 120 | 120 | | 120 | 121 | | |
| 14 Acute | 1.2 | 1.1 | 0.2 | 1.1 | 1.3 | (0.2) | 1.1 | 1.3 | (0.2) | -17% |
| 15 Swing Bed | - | - | - | - | - | - | - | - | - | - |
| 16 Total | 1.2 | 1.1 | 0.2 | 1.1 | 1.3 | (0.2) | 1.1 | 1.3 | (0.2) | -17% |
| 18 Length of Stay: | | | | | | | | | | |
| 19 Acute | 2.6 | 2.5 | 0.2 | 2.0 | 2.5 | (0.5) | 2.0 | 2.8 | (0.8) | -29% |
| 20 Swing Bed | - | - | - | - | - | - | - | - | - | 0% |
| 21 Total | 2.6 | 2.5 | 0.2 | 2.0 | 2.5 | (0.5) | 2.0 | 2.8 | (0.8) | -29% |
| 33 Out-Patient | | | | | | | | | | |
| 34 Out-Patient Visits | | | | | | | | | | |
| 35 E/R Visits | 533 | 614 | (81) | 2,454 | 2,591 | (137) | 2,454 | 2,342 | 112 | 5% |
| 36 Observ admissions | 32 | 36 | (4) | 181 | 150 | 31 | 181 | 166 | 15 | 9% |
| 37 Lab Tests | 6,962 | 6,156 | 806 | 27,356 | 25,971 | 1,385 | 27,356 | 26,097 | 1,259 | 5% |
| 38 Radiology/CT/MRI Exams/M | 1,686 | 1,573 | 113 | 6,568 | 6,636 | (68) | 6,568 | 6,329 | 239 | 4% |
| 39 OR Cases | 101 | 131 | (30) | 379 | 551 | (172) | 379 | 390 | (11) | -3% |
| 40 Clinic Visits | 2,196 | 2,045 | 151 | 8,127 | 8,628 | (501) | 8,127 | 7,646 | 481 | 6% |
| 41 Spec. Clinic Visits | 59 | 85 | (26) | 215 | 359 | (144) | 215 | 116 | 99 | 85% |
| 42 Oncology Clinic Visits | 112 | 89 | 23 | 432 | 376 | 56 | 432 | 466 | (34) | -7% |
| 43 Oncology/Infusion Patients | 366 | 230 | 136 | 1,152 | 972 | 180 | 1,152 | 701 | 451 | 64% |
| 44 EMS Transports | 112 | 96 | 16 | 430 | 404 | 26 | 430 | 344 | 86 | 25% |
| 45 Total | 12,159 | 11,055 | 1,104 | 47,294 | 46,638 | 656 | 47,294 | 44,597 | 2,697 | 6% |

| Pagosa Springs Medical Center | | | | | | | | | | | | | | | | | | | |
|--|----|-----------|----|------------|----|------------|----|-------------|----|--------------|----|--------------|----|-----------|----|------------|------------------|---------------------------|--------|
| Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of April 30, 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 | |
| 2 Medicare | \$ | 2,841,509 | \$ | 520,844 | \$ | 169,578 | \$ | 95,402 | \$ | 75,347 | \$ | 15,701 | \$ | 219,956 | \$ | 3,938,337 | 32% | | Page 6 |
| 3 Medicaid | | 491,652 | | 116,998 | | 62,234 | | 105,748 | | 26,202 | | 21,748 | | 198,845 | | 1,023,427 | 8% | | |
| 4 Third Party | | 1,753,701 | | 434,095 | | 344,225 | | 137,106 | | 63,322 | | 108,092 | | 543,559 | | 3,384,100 | 28% | | |
| 5 Self-Pay | | 293,815 | | 459,279 | | 383,920 | | 514,279 | | 326,392 | | 486,962 | | 1,495,047 | | 3,959,694 | 32% | | |
| Current Month Total | \$ | 5,380,677 | \$ | 1,531,216 | \$ | 959,957 | \$ | 852,535 | \$ | 491,263 | \$ | 632,503 | \$ | 2,457,407 | \$ | 12,305,558 | 100% | 239,686 | |
| Pct of Total | | 44% | | 12% | | 8% | | 7% | | 4% | | 5% | | 20% | | 100% | | | |
| Mar-25 Pct of Total | \$ | 5,878,116 | \$ | 1,431,709 | \$ | 887,139 | \$ | 553,759 | \$ | 745,582 | \$ | 497,247 | \$ | 2,403,650 | \$ | 12,397,202 | 100% | 289,678 | |
| 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 | |

| Pagosa Springs Medical Center | | | | | | | | | | | | | | | | | | |
|--|--------------|-----------|--|--------------|-----|--------------|----|-------------|----|--------------|----|--------------|----|--------------|-----|---------------|------------------|---------------------------|
| Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of April 30, 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 |
| Nov-23 | \$ 5,041,955 | 48% | | \$ 942,675 | 9% | \$ 702,565 | 7% | \$ 632,660 | 6% | \$ 619,716 | 6% | \$ 376,424 | 4% | \$ 2,168,293 | 21% | \$ 10,484,288 | 100% | 223,749 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Oct-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Sep-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Aug-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Jul-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Jun-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| May-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Apr-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Mar-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Feb-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| Jan-23 | \$ 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 |
| Pct of Total | | | | | | | | | | | | | | | | | | |
| 12. Pct Settled (Current) | | | | | | 74.0% | | 33.0% | | 3.9% | | 11.3% | | 15.2% | | -394.2% | | |
| 13. Pct Settled (Mar from Feb) | | | | | | 75.9% | | 38.6% | | 18.8% | | 17.0% | | 20.0% | | -680.1% | | |
| 14. Pct Settled (Feb from Jan) | | | | | | 71.5% | | 47.7% | | 7.7% | | 20.0% | | 34.8% | | -582.0% | | |
| 15. Pct Settled (Jan from Dec) | | | | | | 75.5% | | 39.1% | | 14.5% | | 18.5% | | 32.4% | | -539.7% | | |
| 16. Pct Settled (Dec from Nov) | | | | | | 68.3% | | 3.5% | | 17.5% | | 11.5% | | 38.0% | | -581.1% | | |

**Pagosa Springs Medical Center
Charges by Financial Class
April 30, 2025**

| Financial Class | Inpatient MTD | Outpatient MTD | Total MTD | % MTD |
|---------------------------|-------------------|---------------------|---------------------|----------------|
| Auto/Liability Insurance | - | 70,432.78 | 70,432.78 | 0.99% |
| Blue Cross | 8,973.50 | 714,007.51 | 722,981.01 | 10.16% |
| Champus | - | 55,436.20 | 55,436.20 | 0.78% |
| Commercial Insurance | 32,638.48 | 764,189.15 | 796,827.63 | 11.20% |
| Medicaid | - | 745,276.93 | 745,276.93 | 10.47% |
| Medicare | 71,845.40 | 2,518,322.06 | 2,590,167.46 | 36.40% |
| Medicare HMO | 118,867.54 | 1,237,459.58 | 1,356,327.12 | 19.06% |
| Self Pay | - | 170,068.96 | 170,068.96 | 2.39% |
| Self Pay - Client Billing | - | 3,308.70 | 3,308.70 | 0.05% |
| Veterans Administration | 82,553.33 | 427,927.87 | 510,481.20 | 7.17% |
| Workers Compensation | - | 93,808.45 | 93,808.45 | 1.32% |
| Total | 314,878.25 | 6,800,238.19 | 7,115,116.44 | 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 | - | 306,190.00 | 306,190.00 | 1.08% | 1.06% | 1.12% | 1.02% | 1.41% | 0.91% | 1.15% | 1.05% | 1.24% | 1.11% |
| Blue Cross | 27,859.60 | 3,494,631.92 | 3,522,491.52 | 12.38% | 11.26% | 10.88% | 10.30% | 11.40% | 12.38% | 15.40% | 15.42% | 15.90% | 15.83% |
| Champus | - | 177,189.98 | 177,189.98 | 0.62% | 0.53% | 0.60% | 0.91% | 0.95% | 0.82% | 0.31% | 0.08% | 0.07% | 0.19% |
| Commercial Insurance | 96,093.87 | 3,328,785.77 | 3,424,879.64 | 12.04% | 12.97% | 13.23% | 11.31% | 12.12% | 11.72% | 11.34% | 13.08% | 11.79% | 13.08% |
| Medicaid | 31,466.41 | 3,368,859.94 | 3,400,326.35 | 11.95% | 14.00% | 15.53% | 17.07% | 17.50% | 18.86% | 18.75% | 18.22% | 20.28% | 21.56% |
| Medicare | 301,983.46 | 10,199,191.86 | 10,501,175.32 | 36.91% | 35.91% | 35.37% | 36.26% | 36.51% | 38.60% | 36.99% | 36.75% | 35.27% | 35.90% |
| Medicare HMO | 256,810.29 | 4,358,924.20 | 4,615,734.49 | 16.22% | 15.69% | 14.65% | 14.99% | 11.01% | 7.77% | 7.20% | 4.47% | 3.55% | 2.76% |
| Self Pay | 12,991.70 | 963,991.60 | 976,983.30 | 3.43% | 3.95% | 3.31% | 3.22% | 3.95% | 3.68% | 4.40% | 5.40% | 6.96% | 5.26% |
| Self Pay - Client Billing | - | 18,077.77 | 18,077.77 | 0.06% | 0.08% | 0.15% | 0.27% | 0.36% | 0.22% | 0.18% | 0.18% | 0.19% | 0.17% |
| Veterans Administration | 99,222.23 | 1,191,701.99 | 1,290,924.22 | 4.54% | 3.61% | 4.43% | 3.76% | 3.76% | 4.13% | 2.74% | 4.13% | 3.58% | 2.74% |
| Workers Compensation | - | 215,942.67 | 215,942.67 | 0.76% | 0.95% | 0.74% | 0.88% | 1.03% | 0.92% | 1.52% | 1.22% | 1.17% | 1.37% |
| Total | 826,427.56 | 27,623,487.70 | 28,449,915.26 | 100.00% | 99.97% |
| Blank | | | | | | | | | | | | | 0.00% |
| HMO (Health Maint Org) | | | | | | | | | | | | | 0.03% |
| Total | | | | | | | | | | | | | 100.00% 100.00% 100.00% 100.00% 100.00% 100.00% 100.03% |

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

| | Apr-25 |
|---|-------------------|
| Cash Flows from operating activities | |
| Change in net assets | (345,022) |
| Adjustments to reconcile net assets to net cash | |
| Depreciation and amortization | 223,754 |
| Patient accounts receivable | 233,658 |
| Accounts payable and wages payable | 76,020 |
| Accrued liabilities | (94,908) |
| Pre-paid assets | 32,427 |
| Deferred revenues | (280,060) |
| Other receivables | 409,548 |
| Reserve for third party settlement | (6,832) |
| Inventory | (9,251) |
| Net Cash Provided by (used in) operating activities | <u>239,334</u> |
| Cash Flows from investing activities | |
| Purchase of property and equipment | (268,898) |
| Work in progress | 184,820 |
| Proceeds from sale of equipment/(Loss) | 11,000 |
| Net Cash Provided by (used in) investing activities | <u>(73,078)</u> |
| 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 | (59,714) |
| Net Cash Provided by (used in) financing activities | <u>(59,714)</u> |
| Net Increase(Decrease) in Cash | 106,542 |
| Cash Beginning of Month | 14,545,970 |
| Cash End of Month | 14,652,512 |

| 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 | \$4,114,692.00 | \$3,052,129.72 | (\$1,062,562.28) | 74.18% | \$ 131,037.57 | \$3,183,167.29 |
| May-25 | | | | | | |
| Jun-25 | | | | | | |
| Jul-25 | | | | | | |
| Aug-25 | | | | | | |
| Sep-25 | | | | | | |
| Oct-25 | | | | | | |
| Nov-25 | | | | | | |
| Dec-25 | | | | | | |
| | \$12,926,675.56 | \$11,968,807.82 | (\$957,867.74) | 92.59% | \$ 1,313,441.40 | \$13,282,249.22 |

| 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 | \$ 6,736,451.00 | \$ 7,115,116.00 | \$ 378,665.00 | 105.62% |
| May-25 | | | | |
| Jun-25 | | | | |
| Jul-25 | | | | |
| Aug-25 | | | | |
| Sep-25 | | | | |
| Oct-25 | | | | |
| Nov-25 | | | | |
| Dec-25 | | | | |
| Totals | \$ 28,468,238.00 | \$ 28,449,914.00 | \$ (18,324.00) | 99.94% |



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, CORINNE REED
May 27, 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 |
|---------------------------------|--|-----------------------------|---|
| Lon Abney, MD | Initial Appointment | Telemedicine/Telecardiology | Cardiovascular Disease |
| Richard Converse, MD | Initial Appointment | Telemedicine/Telecardiology | Cardiovascular Disease |
| Matthew Genet, MD | Initial Appointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| Winston Joe, MD | Initial Appointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| Joseph Moulton, MD | Initial Appointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| Ryan Ortez, MD | Initial Appointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| Logan Reimer, DO | Initial Appointment | Telemedicine/Telecardiology | Cardiovascular Disease |
| Scot Campbell, MD | Reappointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| Christopher Ebersole, DO | Reappointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| Michael Kushdilian, MD | Reappointment | Telemedicine/Teleradiology | Diagnostic Radiology and Neuroradiology |
| Gina Carr, MD | Change in Privileges: addition of Family Medicine Privileges | Courtesy/Hospitalist | Hospitalist and Family Medicine |

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19
 Courtesy: 18
 Telemedicine: 143
 Advanced Practice Providers & Behavioral Health Providers: 16
 Honorary: 2
 Total: 198



MINUTES OF REGULAR BOARD MEETING

Tuesday, April 22, 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 April 22, 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, Vice Chair Marin Rose, Director Jason Cox, Director Gwen Taylor, Director Mark Floyd.

Board members present via Teams: Director Kathy Campbell.

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 Jason Cox motioned to approve the agenda with no changes. Director Gwen Taylor seconded; the Board unanimously approved the agenda.

2) PUBLIC COMMENT

None

3) PRESENTATIONS

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
 - i) Chair Report

- Chair Alfred wished Gwen Taylor a happy birthday.
- Chair Alfred acknowledged that she had provided the CEO evaluation to CEO Webb a day prior to its scheduled review, which was not in alignment with the Board’s established policy. Both Chair Alfred and CEO Webb are now fully aware of the policy as written; however, this early sharing did not influence the outcome of the evaluation as it had already been completed by that time.
- Chair Alfred echoed CEO Webb’s sentiments expressing heartfelt appreciation for the service of the three departing Board members. Chair Alfred recognized the departing Board member’s generous contributions of time, effort, thoughtfulness, dedication, and

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unwavering support to both PSMC and the community. On behalf of all, the Chair extended her sincere gratitude for all they had done.

- Questions asked and answered.

ii) CEO Report

CEO Webb advised of the following update:

- An email was distributed concerning a potential measles case involving a patient, with a possible exposure identified. Fortunately, test results for that individual returned negative. Currently, another patient in the Emergency Room is being evaluated for similar concerns; testing has been completed, and results are pending. In accordance with reporting requirements, all potential measles cases have been communicated to both the Colorado Department of Public Health and Environment (CDPHE) and the local public health authorities. While there was a reported exposure within the community, it did not occur at PSMC. Dr. Reed (Chief of Staff for PSMC) has collaborated with Ashley Wilson, the Executive Director of Public Health, and Dr. Schaffer of Pagosa Medical Group, for a thorough response.
- PSMC has proactively established point-of-entry workflows with nursing staff to minimize the risk of exposure. These protocols include clear procedures for the identification and treatment of potential measles cases. In addition, PSMC has worked closely with CDPHE and local Public Health to ensure effective communication and coordinated management efforts.
- As of April 22, PSMC has administered over 20 measles vaccinations through its clinic. In addition, CDPHE and local Public Health hosted a large-scale vaccination clinic last week to further support community immunization efforts.
- CEO Webb and CFO Keplinger were invited by the local Democratic group to deliver a presentation to a bipartisan audience on the potential impact of proposed Medicaid cuts to PSMC. They shared a thoughtful and informative slideshow outlining a worst-case scenario, while also providing a broader overview of the PSMC's current operations and challenges. Approximately 50 individuals attended the session. Additionally, the Rotary Club has requested a similar presentation, which is scheduled for May 1, 2025.
- The CEO shared a sample patient bill in response to ongoing concerns about the clarity and readability of billing statements. Recognizing this as a common issue, efforts are underway to work with our electronic health record provider to improve the format and transparency of these documents. In the meantime, patients are encouraged to contact our financial counselor, whose role is to support and guide them toward a more positive and informed financial experience.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

- No Report

v) Facilities Committee

CAO Bruzzese and Director Cox summarized the written report in the Board packet and confirmed the following:

- The Facilities Committee met on April 17, 2025.
- Sterile Processing Renovation – The Board approved the Sterile Processing Department (SPD) renovation as part of the 2025 budget, and PSMC was awarded a \$180,000 DOLA grant to support the project. Scheduled for October 2025, the timing was chosen to avoid

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the OR's busy summer season and to allow for the approximately 20-week lead time required for equipment procurement. In March, staff issued the RFP—along with a video overview—which was shared with the Board. Requests were sent out, and two responses were received. The Board Facilities Committee reviewed and discussed the proposals in April, and a vendor was subsequently selected.

- Surgery – In January 2025, the operating room was out of service for two weeks due to humidity and pressure issues. David Ball, Director of Facilities, IT, and Life Safety, presented a detailed overview of the situation to the Board, with the same information shared with the Board Facilities Committee. As part of the ongoing corrective measures, PSMC staff are planning to replace a humidifier in one of the operating rooms, with the project anticipated to take place in June once the necessary equipment arrives.
- Medical Wellness Building – A Certificate of Occupancy (CO) has been issued; however, the MWB cannot yet be utilized due to timing to install fire mitigation sprinklers and alarms to the storage and mechanical rooms.
- O2 Building – The generator for the building is expected to arrive and be installed in May. Once installed, PCI will connect the O2 Generation Equipment, with a team from Nunn Construction, PCI Gases, and PSMC collaborating to ensure all operational details are addressed. The equipment is anticipated to be fully operational by May or June, depending on the arrival of back-up tanks and other equipment. Regarding inspections and licensing, CDPHE currently adheres to the 2012 Life Safety Code, which does not cover oxygen generation equipment. However, more recent updates to the code do include provisions for such equipment, and PSMC has prepared a draft request for a waiver.
- In May or June, Strohecker Construction will conduct asphalt sealing and striping of the parking lots.
- Roof replacement - Summer of 2025 - replace roof (over the Dr. Mary Fisher portion of the building)
- A remodel of the Emergency Department is planned to occur at some point between November 2025 and February 2026. PSMC is in the process of issuing a Request for Proposals (RFP) for the project and, on March 28, 2025, submitted an application for a \$200,000 DOLA grant to help fund the initiative. The renovation aims to enhance safety, infection prevention, and operational efficiency, with planned improvements including bulletproof or resistant glass, bullet-resistant wall barriers, a redesigned nurse's station to streamline registration and support additional staff, new flooring, and an upgraded patient call system.
- Pagosa West Development – The Pagosa West development, located to the east of the medical center, is currently in the early stages of the land use process with the Town, having submitted an initial conceptual proposal. PSMC was asked whether buildings reaching a height of 35 feet might pose any concerns for helicopter operations. While no issues are anticipated, the matter was appropriately referred to Classic Air for further evaluation. An initial Planning Commission hearing on the proposed development was held on March 25.
- Questions asked and answered

vi) Strategic Planning Committee Report

- No Report

vii) Finance Committee Report

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

b) Written Reports

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

5) EXECUTIVE SESSION

- No Report

6) DECISION AGENDA

- a) N/A

7) CONSENT AGENDA

Director Jason Cox motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 03/25/2025, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). The motion was seconded by Director Mark Floyd, and the Board approved said consent agenda items. Director Gwen Taylor abstained from the vote as to approval of the minutes as she was not present at the 03/25/2025 meeting.

8) OTHER BUSINESS

- Next Meeting: Tuesday, May 27, 2025, at 5:00 pm MST

9) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 5:51 p.m. MDT.

Respectfully submitted by:

Antoinette Martinez, serving as Clerk to the Board

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

Formal Written Resolution 2025-06

May 27, 2025

WHEREAS the Upper San Juan Health Service District doing business under the trade name Pagosa Springs Medical Center (“PSMC”) is committed to providing high-quality emergency and trauma care to its community; and

WHEREAS, PSMC has been designated as a “Level IV Trauma Center” by the Colorado Department of Public Health and Environment (CDPHE); and

WHEREAS, the Board of Directors has received information regarding the community need to continue PSMC’s Level IV Trauma Program and supports its continued operation in compliance with the regulations and standards set forth by CDPHE.

NOW, THEREFORE, THE BOARD HEREBY RESOLVES THAT the Board of Directors of PSMC hereby approves the continuation of the Level IV Trauma Program and authorizes PSMC administration to take all necessary actions to maintain the trauma designation and ensure continued compliance with applicable trauma care standards.

Kate Alfred, as Chair and authorized signor
for the Board of Directors of PSMC

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

Formal Written Resolution 2025-07

May 27, 2025

WHEREAS, the Board of Directors (“Board”) of the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center (“PSMC”) has one vacant seat on its seven-member Board which seat will be promptly filled, in accordance with CRS Section 32-1-905 and the PSMC Bylaws, by majority vote of the Board at a duly noticed meeting in the month of June following the search process set forth in the PSMC Bylaws;

WHEREAS, the PSMC Bylaws set forth a search process including that the Board will appoint a Board Search Committee, PSMC will advertise the Board vacancy to which interested electors may apply, and the Board Search Committee will review the qualifications and expertise of the applicants and make a recommendation to the full Board for a vote at a duly noticed meeting of the Board; and

WHEREAS, Board governance and oversight of PSMC’s hospital, outpatient clinic and EMS is complex and has great consequence for the community and, therefore, propose that the current Chair Kate Alfred and Treasurer Mark Floyd have the experience and knowledge to serve as the Search Committee and make a recommendation to the full Board.

NOW, THEREFORE, THE BOARD HEREBY RESOLVES to appoint Chair/Director Kate Alfred and Treasurer/Director Mark Floyd to serve as the Board Search Committee, to assure the Board vacancy is advertised, to review applications and assess qualifications and attributes beneficial to PSMC’s governance, and make a recommendation to the Board at a duly noticed meeting in June 2025.

Kate Alfred, as Chair and authorized signor
for the Board of Directors of PSMC

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

Formal Written Resolution 2025-08

May 27, 2025

WHEREAS, the Bylaws of the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center (“PSMC”) call for the Board of Directors (“Board”) to elect the two-year officer positions of Chair, Vice-Chair and Treasurer in the month of May in odd-numbered years;

WHEREAS, the Board has one vacant seat on its seven-member Board which seat will be promptly filled, in accordance with CRS Section 32-1-905 and the PSMC Bylaws, by majority vote of the Board at a duly noticed meeting in the month of June following the search process set forth in the PSMC Bylaws;

WHEREAS, to allow time to fill the vacancy and seat the full Board, the Board proposes to:

- 1) temporarily waive, for a period of one (1) month, the Bylaws obligation to elect, in the month of May, the Board officer positions of Vice Chair and Treasurer in order to allow the search process to proceed and the Board to fill, during the month of June, the vacant seat on the Board; and
- 2) consistent with the Bylaws, appoint Dir. Mark Floyd to serve as the Treasurer on an interim basis for one month, or until such time as the Board elects a new Treasurer, whichever occurs first; and
- 3) proceed with the immediate election (in May) of the Board Chair in order to assure that the substantial duties of the Chair are fulfilled.

NOW, THEREFORE, THE BOARD HEREBY RESOLVES as follows:

1. The Board temporarily waives, for a period of one (1) month, the Bylaws obligation to elect, in the month of May, the Board officer positions of Vice Chair and Treasurer in order to allow the search process to proceed and the Board to fill, during the month of June, the vacant seat on the Board prior to electing such officer positions; and
2. Dir. Mark Floyd is appointed to serve as the Treasurer on an interim basis for one month, or until such time as the Board elects a new Treasurer, whichever occurs first;
3. The Board will proceed, at the May Board meeting, to elect the Chair who will serve for two years in order to ensure that the obligations of the Chair are fulfilled.

Kate Alfred, as Chair and authorized signor
for the Board of Directors of PSMC