



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

**ALL ATTENDEES MUST BE SCREENED PRIOR TO ENTERING THE
MEETING & ALL PERSONS MUST WEAR A MASK**

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) REPORTS

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

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

4) **DECISION AGENDA**

- a) Consideration of [Resolution 2021-15](#) regarding approval of the [PSMC Strategic Plan](#) for 2021 through 2023.

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 09/28/2021
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular Meeting of: 07/27/2021](#)
- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.

6) **EXECUTIVE SESSION**

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

7) **OTHER BUSINESS**

8) **ADJOURN**

Finance Committee & CFO Report for the USJHSD Board Meeting on September 21, 2021

This report provides a summary of the discussions of the Board's Finance Committee that met on September 21, 2021 and reviewed the July and August financial statements.

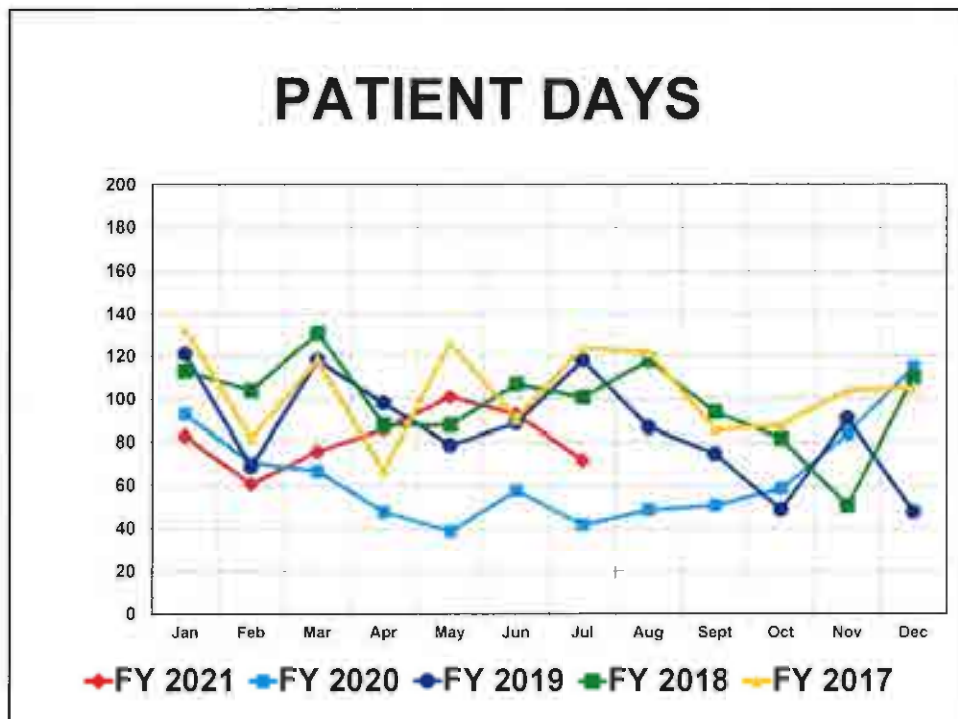
1) JULY FINANCIALS

- a) **Bottom line:** The Finance Committee reviewed the PSMC's July financial statements. PSMC had a positive bottom line for July of \$194,005 although net income for the month was well below budget.
- b) **Income Statement:** The Income Statement highlights for July: Gross patient revenue and net patient revenue were below budget. Non-operating income (donations and tax revenue) exceeded July budget. In July, expenditures were slightly below budget.
- c) **Balance Sheet:**
 - i) PSMC is anticipating Medicare rate changes by the end of the year and to be prepared for this has adjusted reserves by approximately \$400,000.
 - ii) Restricted funds the Balance Sheet: (1) \$1,755,156 in CARES Stimulus funds not used by 6/30/2021 (which funds PSMC anticipates may need to be returned to the federal government); and (2) the advance of Medicare payments totaling \$3,679,079 which is currently being offset for sums due to PSMC by Medicare.
- d) **Gross Days of A/R:** The Finance Committee discussed that the goal for gross days of A/R is between 45 and 55 days. At the end of July, PSMC was meeting that goal with 51.6 gross days of A/R.
- e) **Days Cash On Hand:** Excluding restricted funds (Medicare advance and CARES Act funds), PSMC has 92.3 days of cash on hand at the end of July.

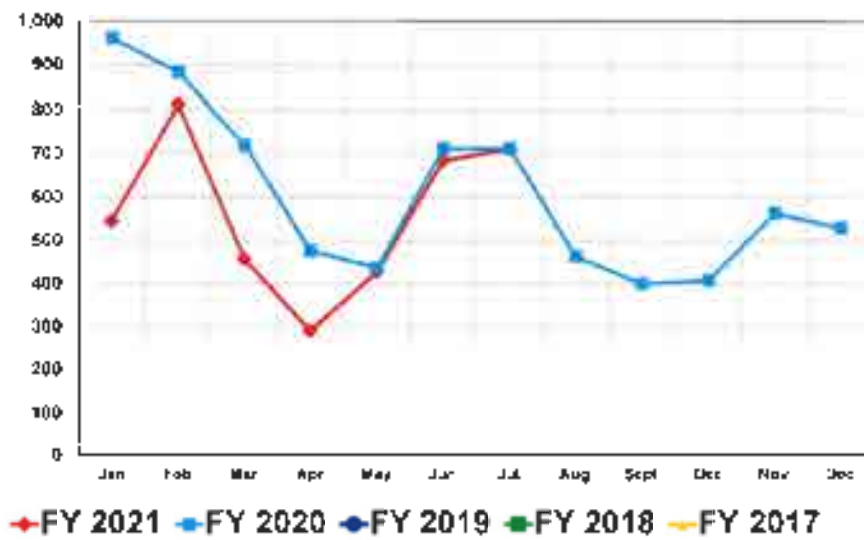
2) AUGUST FINANCIALS

- a) **Bottom line:** The Finance Committee reviewed the PSMC's August financial statements. PSMC had a positive bottom line for August *from operations*. The August bottom line was \$311,631 – substantially higher than budget. PSMC continues to be significantly ahead of budget year to date.
- b) **Income Statement:** The Income Statement highlights for August:
 - i) Gross revenue from patient care was 4% above budget.
 - ii) Net patient revenue (gross revenue less deductions for contractual allowances, charity care, bad debt and the State provider fee) was 11% higher than budget.
 - iii) Expenses were below budget primarily due to wages below budget (unfilled positions).
- c) **Balance Sheet:**
 - i) Restricted funds the Balance Sheet: (1) \$1,755,156 in CARES Stimulus funds not used by 6/30/2021 (which funds PSMC anticipates may need to be returned to the federal government); and (2) the advance of Medicare payments totaling \$3,525,369 which is currently being offset for sums due to PSMC by Medicare.

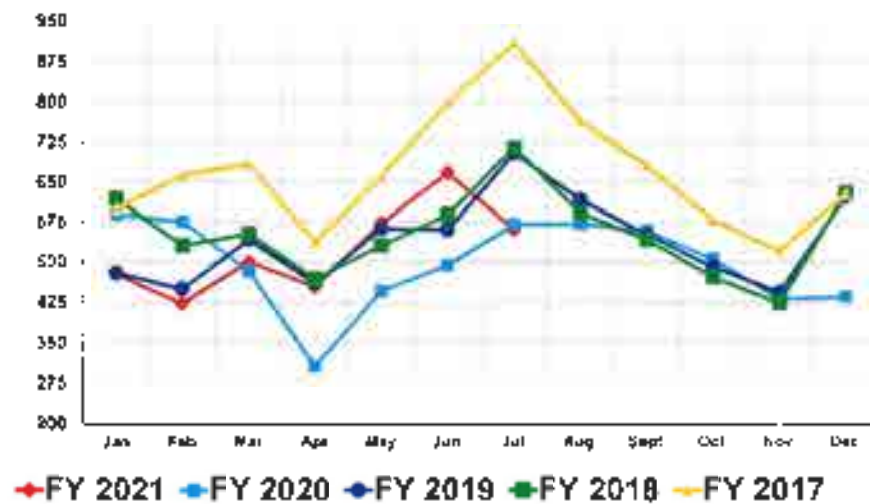
- d) **Gross Days of A/R:** The Finance Committee discussed that the goal for gross days of A/R is between 45 and 55 days. At the end of August, PSMC continues to meet that goal with 50.7 gross days of A/R.
 - e) **Days Cash On Hand:** Excluding restricted funds (Medicare advance and CARES Act funds), PSMC has 98.9 days of cash on hand at the end of August.
- 3) **FINANCE COMMITTEE MEETING:** The Finance Committee made the following recommendations to the Board of Directors:
- a. For the Board to accept the July and August 2021 financials as presented.

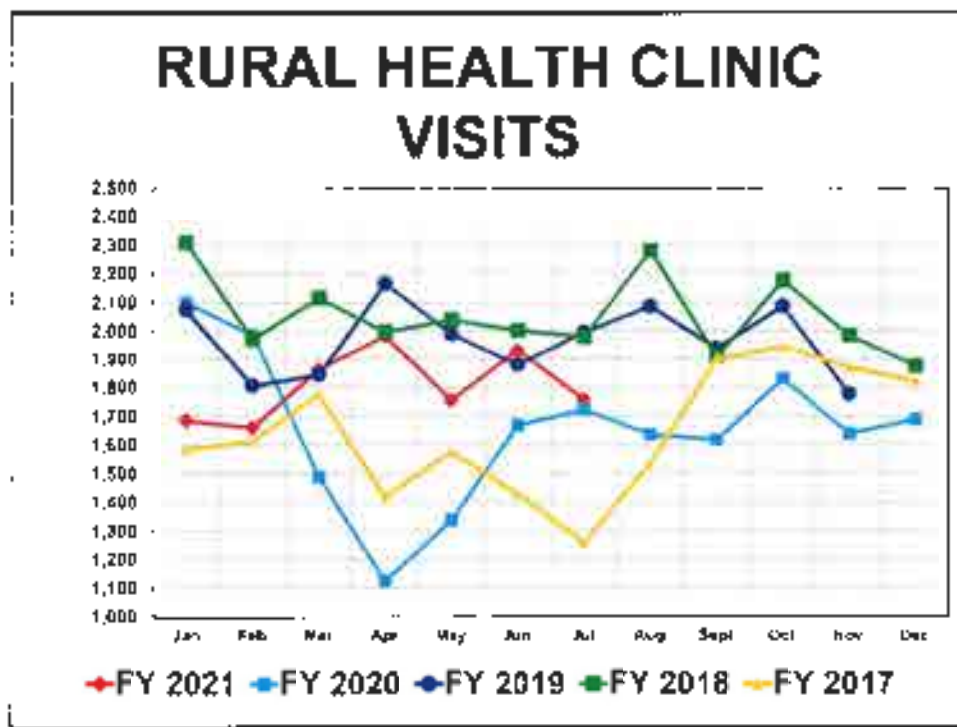
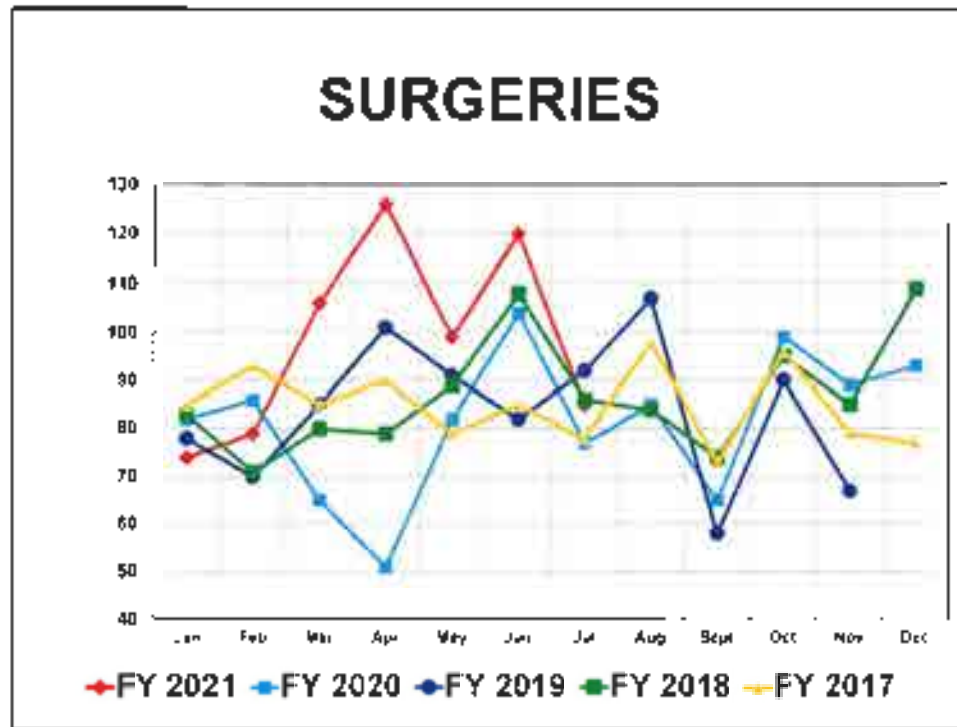


OBSERVATION HOURS

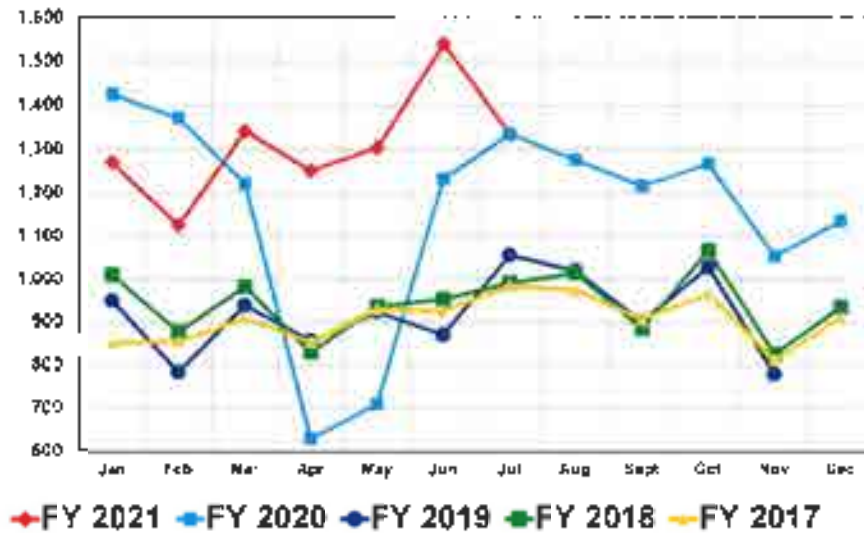


ER VISITS



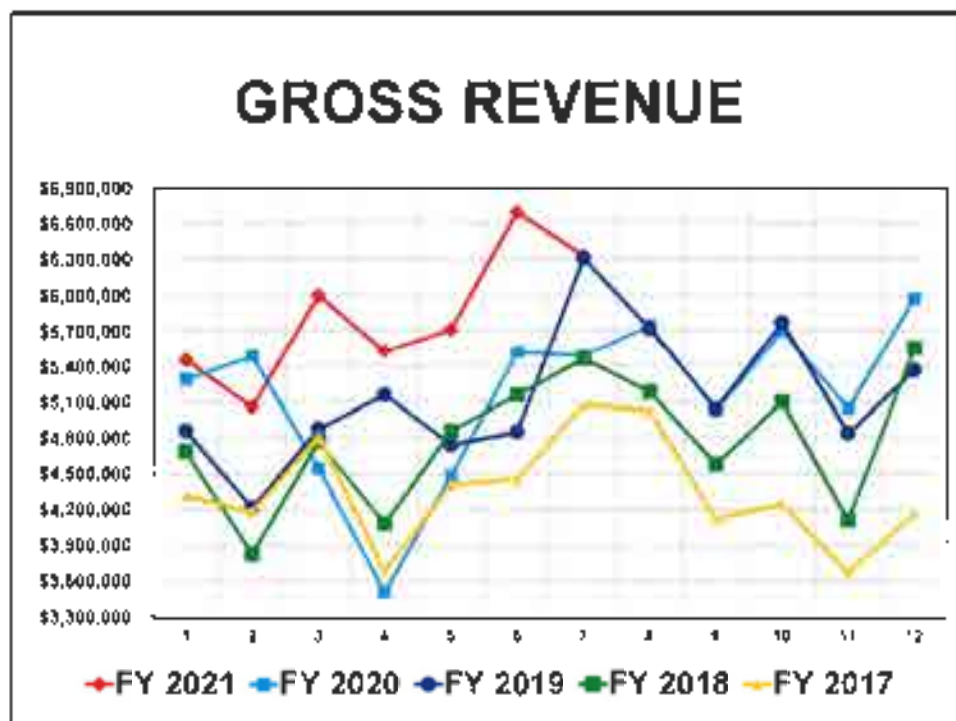
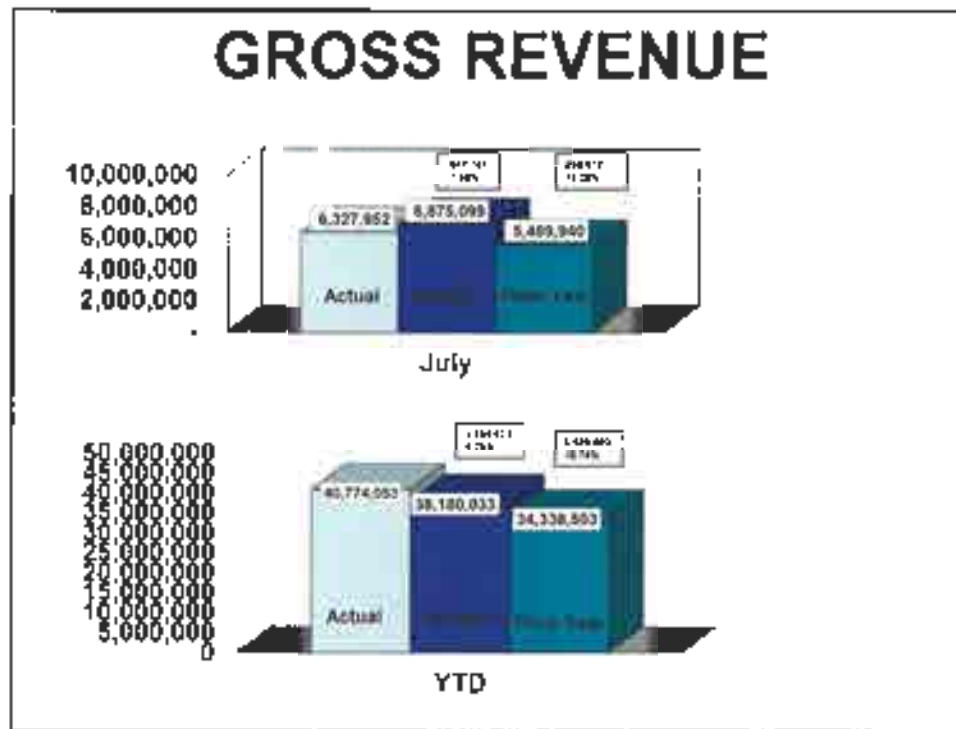


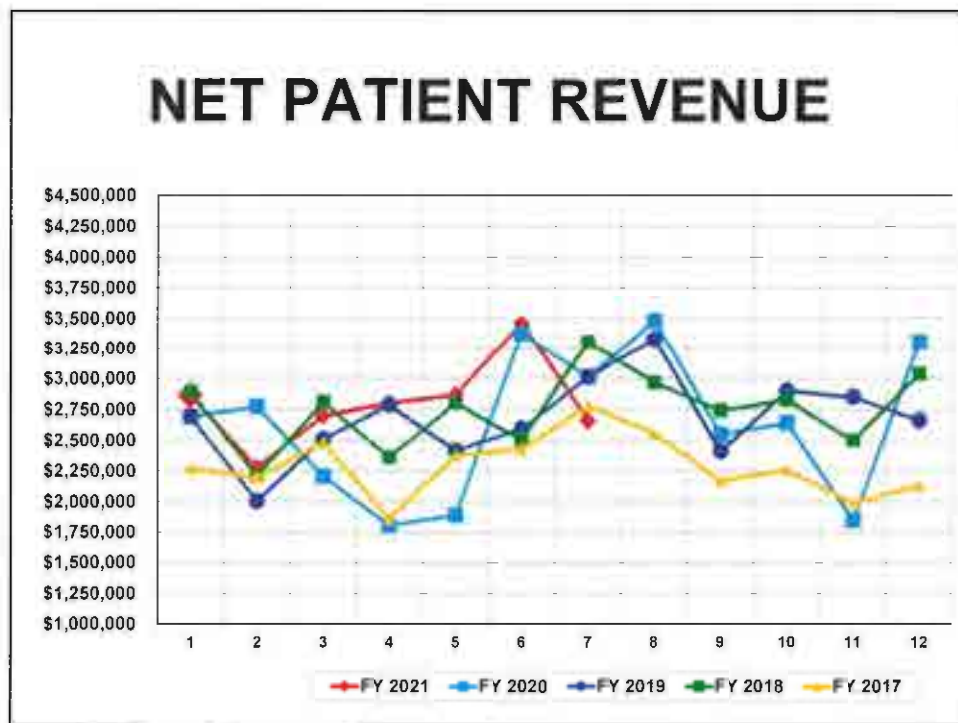
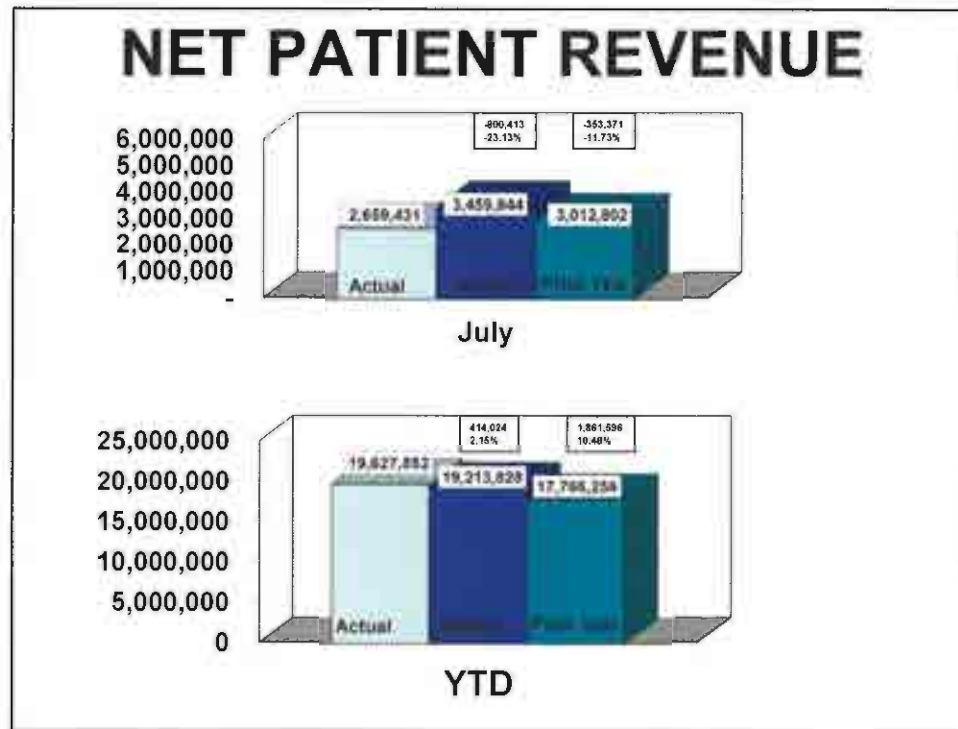
RADIOLOGY EXAMS

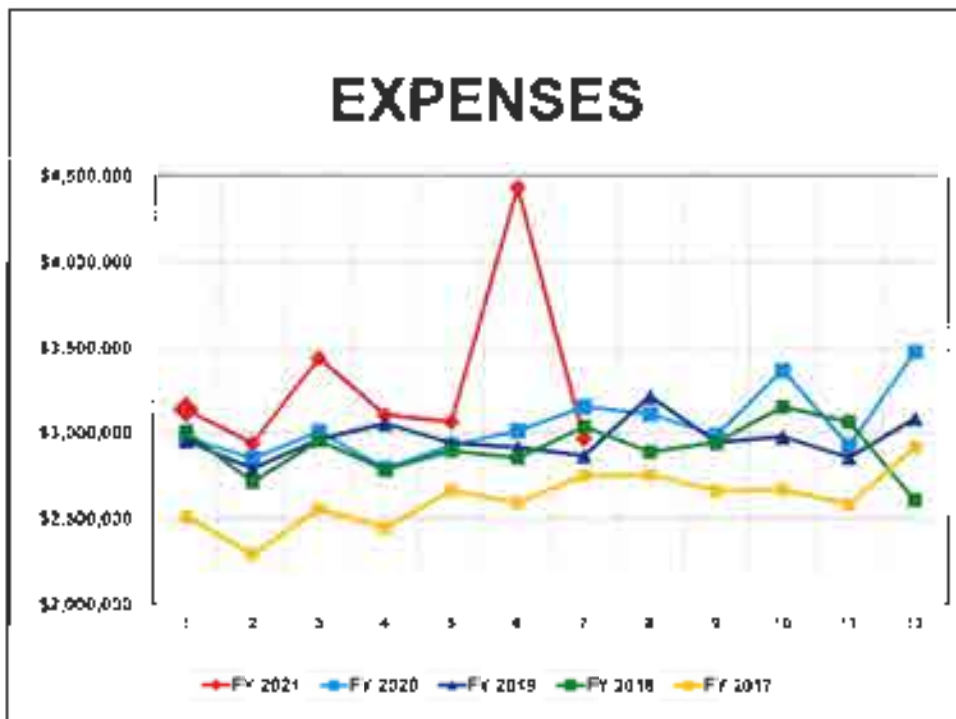
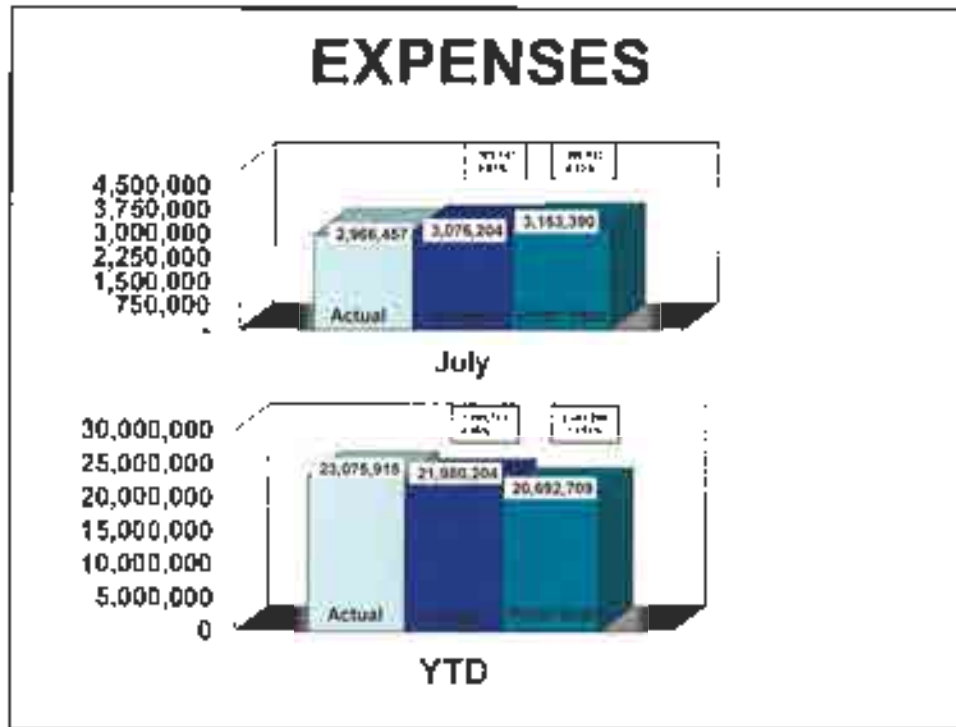


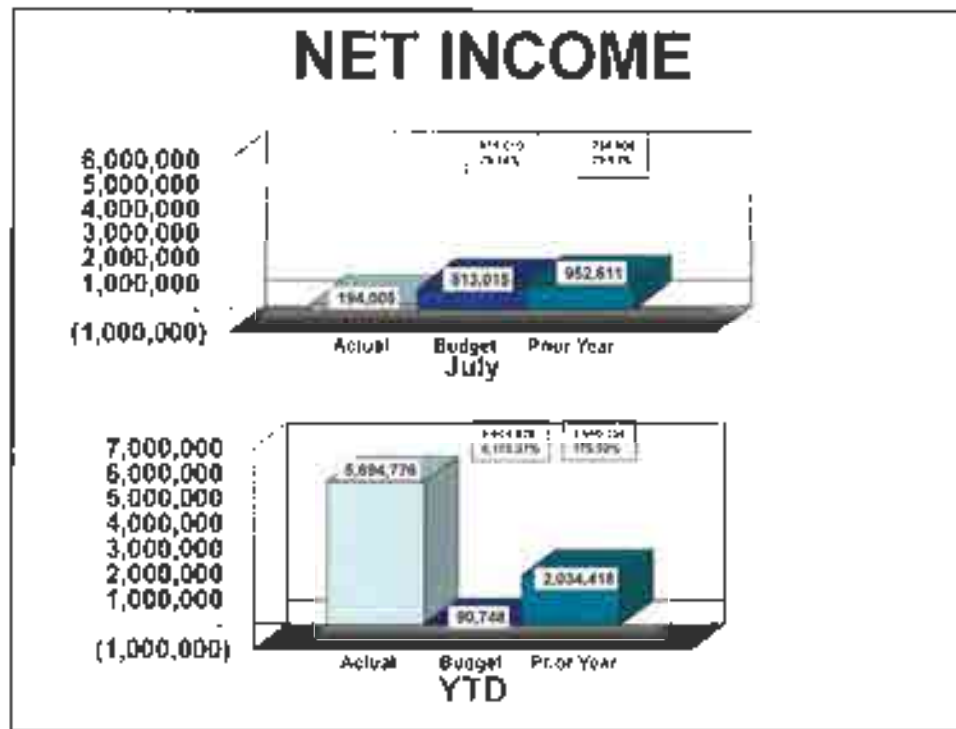
Summary of Financials

	June
Gross Revenue	\$6,866,055
Net Revenue	\$5,547,110
Expenses	\$5,445,008
Capital, JGTO and Tax Revenue	\$1,241,832
Debt and JGTO and Interest	\$5,854,076
Tax Revenue	\$107,720
Net Income	\$4,957,608





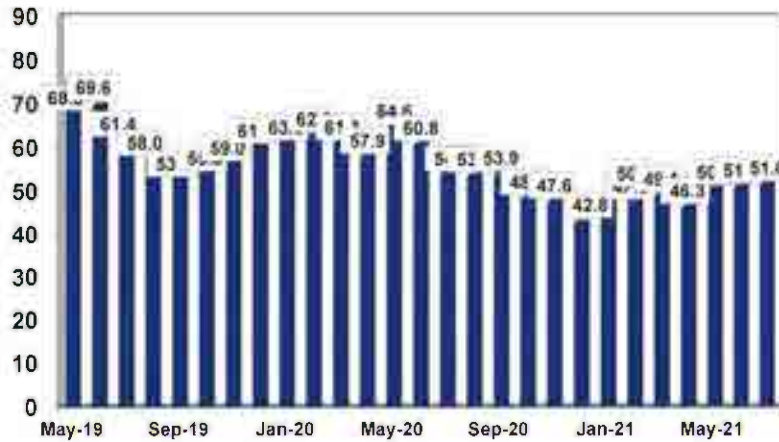




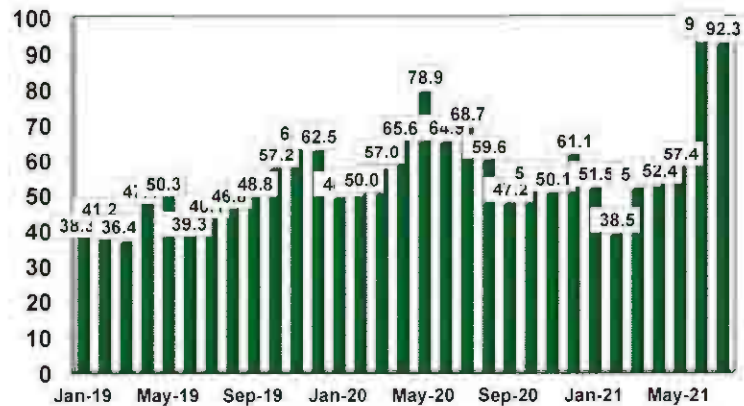
Summary of Financials

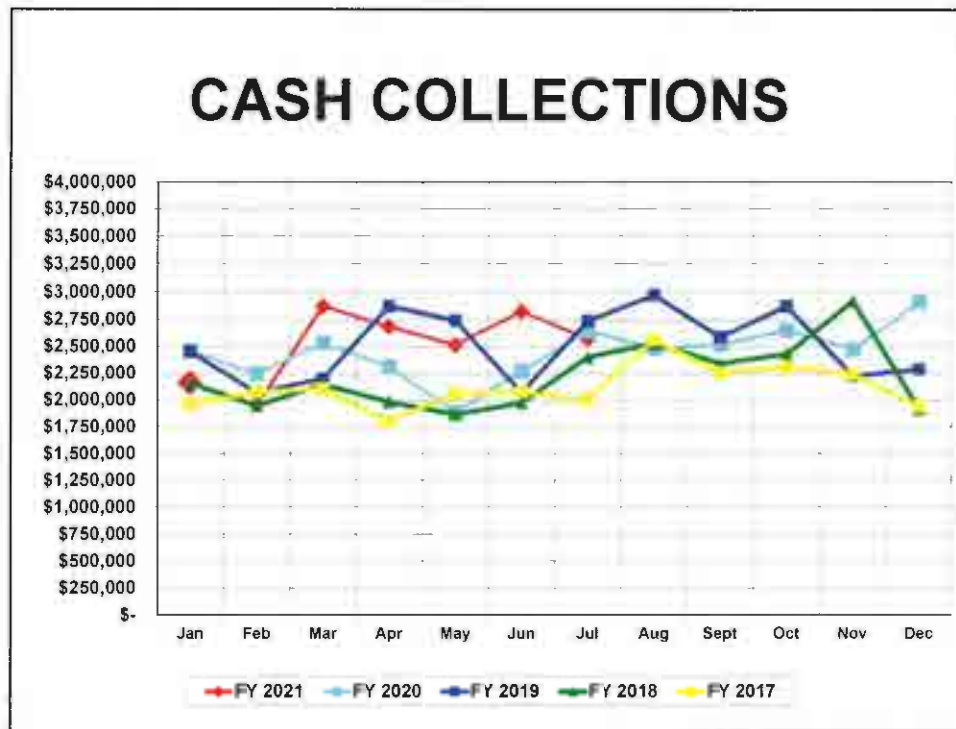
	JULY
Gross Revenue	\$ 6,327,462
Net Revenue	\$ 2,079,437
Expenses	\$ 2,986,497
July YTD Budgeting Tax Revenue	1,101,031
Grants and Multisource Services	\$ 108,009
Tax Revenue	\$ 102,022
Net Income	\$ 1,281,179

GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND





Pagosa Springs Medical Center

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Income Statement - - - July 31, 2021

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	2021	Current Month Budget	Difference	Variance	2021	Year-to-Date Budget	Difference	Variance
Revenue								
7 Total In-patient Revenue	303,835	539,580	(175,745)	-33%	3,386,413	2,996,492	389,919	13%
17 Total Out-patient Revenue	5,437,317	5,301,917	(136,600)	-3%	34,025,353	31,220,246	2,805,112	6%
18 Professional Fees	526,800	533,632	(6,832)	-1%	3,312,284	2,963,225	348,989	12%
19 Total Patient Revenue	6,327,952	6,275,099	(52,853)	-1%	40,724,053	38,180,033	2,594,020	7%
20 Revenue Reductions & Bad Debt								
21 Contractual Allowances	1,772,326	3,356,766	(1,584,440)	-47%	21,180,512	18,641,393	2,539,121	14%
22 Charity	28,456	12,352	16,104	134%	673,249	57,485	615,764	601%
23 Bad Debt	86,517	766,885	(680,368)	-79%	971,328	1,482,115	(510,787)	-34%
24 Provider Fee & Other	(218,728)	(220,548)	1,820	1%	(1,478,985)	(1,224,786)	(254,199)	21%
25 Total Revenue Deductions & Bad Debt	(1,668,521)	(3,415,755)	1,747,234	7%	(1,146,701)	18,565,205	(1,179,996)	11%
26 Total Net Patient Revenue	2,659,431	3,459,844	(800,413)	-23%	19,627,852	19,213,628	414,224	2%
27 Grants		33,501	(33,501)	100%	472,978	223,038	249,940	201%
28 MSS Stimulus Other Revenue	-	-	-	0%	2,705,633	321,900	2,383,733	585%
29 COVID PPP Loan Forgiveness	-	-	-	0%	3,740,044	-	3,740,044	0%
32 Other Operating Income - Misc	155,008	260,434	(105,426)	-37%	1,101,296	1,410,866	(309,570)	-22%
31 Total Net Revenues	2,814,439	3,753,839	(939,400)	-25%	27,345,803	21,169,632	6,176,171	29%
Operating Expenses								
33 Salary & Wages	1,624,643	1,509,749	114,894	8%	12,354,185	11,497,253	856,933	7%
34 Benefits	221,704	288,505	(66,801)	-23%	2,016,491	2,024,276	(7,785)	0%
35 Professional Fees/Contract Labor	32,405	28,922	3,483	12%	272,111	206,430	65,681	32%
36 Purchased Services	158,991	154,744	4,247	3%	1,099,194	1,104,110	(4,917)	-1%
37 Supplies	471,521	503,169	(31,648)	-6%	3,465,146	3,579,842	(114,696)	-3%
38 Rent & Leases	42,891	13,242	29,649	224%	254,617	97,796	156,821	160%
39 Repairs & Maintenance	44,222	45,029	(806)	-2%	310,619	319,938	(9,319)	-3%
40 Utilities	29,236	36,023	(6,787)	-19%	241,433	252,556	(11,123)	-5%
41 Insurance	27,335	25,150	2,185	9%	200,468	179,633	20,835	12%
42 Depreciation & Amortization	143,782	157,582	(13,800)	-9%	1,242,616	1,124,159	118,457	10%
43 Interest	35,770	81,549	(45,779)	-56%	580,222	583,160	(2,938)	-1%
44 Other	133,957	133,143	814	1%	1,041,688	951,087	90,601	5%
45 Total Operating Expenses	2,966,457	3,076,704	(110,247)	-4%	23,075,915	21,980,704	1,095,211	5%
46 Operating Revenue Less Expenses	(149,018)	677,135	(826,153)	-122%	4,269,889	(810,372)	5,080,261	-627%
Non-Operating Income								
47 Tax Revenue	193,023	116,040	76,983	66%	1,234,887	771,560	463,327	65%
49 Donations	150,000	19,340	130,660	676%	150,000	128,760	21,240	16%
50 Total Non-Operating Income	343,023	135,380	207,643	153%	1,474,887	900,320	574,567	58%
51 Total Revenue Less Total Expenses	\$ 194,005	\$ 813,015	\$ (619,010)	-76%	\$ 5,694,776	\$ 90,748	\$ 5,604,028	6175%

Pagosa Springs Medical Center

ORAL REPORTS 3.a.vii.(a)

Income Statement Comparison - - July 31, 2021

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	2021	Current Month 2020	Difference	Variance	2021	Year-to-Date 2020	Difference	Variance
Revenue								
7 Total In-patient Revenue	363,835	320,758	43,047	13%	4,586,411	2,770,847	1,815,765	27%
17 Total Out-patient Revenue	5,437,317	4,782,809	654,669	14%	34,075,358	28,918,171	5,157,187	18%
18 Professional Fees	526,800	386,303	140,497	36%	3,312,784	2,549,690	763,094	25%
19 Total Patient Revenue	6,327,952	5,489,940	838,012	15%	40,774,063	34,338,503	6,435,560	19%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	1,772,326	1,081,722	690,604	22%	21,180,517	17,717,551	3,462,966	23%
21 Charity	28,456	3,779	24,677	653%	473,249	(458)	473,707	-103429%
21 Bad Debt	86,517	(361,152)	447,669	-124%	971,318	1,084,527	(113,199)	-10%
24 Provider Fee & Other	(218,778)	(247,211)	28,433	-12%	(1,478,888)	(1,729,383)	250,495	-14%
25 Total Revenue Deductions & Bad Debt	3,668,511	2,477,138	1,191,383	48%	21,106,201	16,572,247	4,573,954	28%
26 Total Net Patient Revenue	2,659,431	3,012,802	(353,371)	-12%	19,677,852	17,766,256	1,861,596	10%
27 Grants	-	377,658	(377,668)	-100%	672,978	494,819	178,159	16%
28 MS Stimulus Other Revenue	-	321,955	(321,955)	-100%	2,203,633	1,612,916	590,717	37%
29 COVID PPP Loan Forgiveness	-	-	-	-	3,740,044	-	3,740,044	-
30 Other Operating Income - Misc	158,008	241,028	(83,020)	34%	1,101,296	1,345,272	(243,976)	-18%
31 Total Net Revenues	2,817,439	3,903,453	(1,086,014)	-28%	27,345,803	21,719,263	5,626,540	29%
32 Operating Expenses								
33 Salary & Wages	1,524,643	1,554,083	(159,440)	-4%	12,354,386	10,335,251	1,418,935	13%
34 Benefits	721,704	269,782	449,978	-16%	2,016,491	1,859,291	157,200	8%
35 Professional Fees/Contract Labor	31,405	29,313	3,092	11%	272,111	200,234	71,877	36%
36 Purchased Services	158,991	183,285	(24,294)	-13%	1,058,194	1,057,261	933	4%
37 Supplies	473,521	477,776	(4,255)	1%	3,485,146	3,165,147	299,999	9%
38 Rent & Leases	42,891	35,745	6,146	17%	254,517	258,775	(4,258)	2%
39 Repairs & Maintenance	44,223	49,053	(4,830)	-10%	310,619	325,393	(14,974)	-5%
40 Utilities	29,236	30,309	(1,073)	4%	201,453	217,863	(23,590)	11%
41 Insurance	27,335	24,781	2,554	10%	700,468	175,783	524,685	14%
42 Depreciation & Amortization	143,782	145,552	(2,770)	2%	1,740,610	1,334,075	406,535	20%
43 Interest	35,770	87,371	(51,601)	59%	580,722	674,657	(93,935)	7%
44 Other	131,947	134,340	(2,383)	-2%	1,041,898	837,783	204,115	24%
45 Total Operating Expenses	2,966,457	3,153,390	(186,933)	-6%	23,075,915	20,692,709	2,383,206	12%
46 Operating Revenue Less Expenses	(149,018)	750,063	(899,081)	-120%	4,269,889	526,554	3,743,335	711%
47 Non-Operating Income								
48 Tax Revenue	105,025	202,548	(95,523)	-5%	1,274,887	1,173,716	101,171	9%
49 Donations	150,000	-	150,000	-	150,000	340,148	(184,148)	55%
50 Total Non-Operating Income	255,025	202,548	140,475	69%	1,424,887	1,507,864	(82,977)	-6%
51 Total Revenue Less Total Expenses	\$ 194,005	\$ 952,611	\$ (758,606)	-80%	\$ 5,694,776	\$ 2,034,418	\$ 3,660,358	180%

Pagosa Springs Medical Center

Balance Sheet - - - July 31, 2021

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 9,109,961	\$ 9,635,325	Accts Payable - System	\$ 423,734	\$ 664,113
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	634,799	646,646
Bond Funds - 2016 Bonds	7	7	Cost Report Settlement Res	(698,306)	(1,092,373)
Bond Funds - 2021 / 2006	396,748	215,219	Wages & Benefits Payable	1,550,458	2,098,899
Escrow - UMB	-	-	Deferred Revenue	27,022	208,973
COVID PPP	-	-	COVID PPP Short Term Loan	-	-
Relief Fund Cash Restricted	1,755,156	1,755,156	Relief Fund Liability	1,755,156	1,755,156
Medicare Accelerated Pmt	3,679,079	3,838,957	Medicare Accelerated Pmt Liab	3,679,079	3,838,957
Total Cash	15,819,682	16,323,395	Current Portion of LT Debt-Lease	132,236	146,405
			Current Portion of LT Debt-2006	-	-
Accounts Receivable			Current Portion of LT Debt-2016	340,000	340,000
Patient Revenue - Net	4,520,929	4,279,409	Total Current Liabilities	7,844,178	8,606,776
Other Receivables	248,638	493,870			
Total Accounts Receivable	4,769,567	4,773,279	Long-Term Liabilities		
			Leases Payable	-	-
Inventory	1,659,800	1,630,243	Equipment Lease (Wells Fargo)	-	-
			Bond Premium (Net) - 2006 Def Outflows	211,311	212,423
Total Current Assets	22,249,049	22,726,917	Bond Premium (Net) - 2016	126,171	126,596
			Bond Premium (Net) - 2021	782,323	786,294
Fixed Assets			Bonds Payable - 2021	7,885,000	7,885,000
Property Plant & Equip (Net)	6,502,340	6,651,630	Bonds Payable - 2006	-	-
Electronic Health Record (Net)	-	-	Bonds Payable - 2016	9,250,000	9,250,000
Clinic Expansion	13,377,405	13,377,405	Total Long-Term Liabilities	18,254,805	18,260,313
Work In Progress	2,249,671	2,092,623	Net Assets		
Land	101,000	101,000	Un-Restricted	13,057,906	13,057,906
Total Fixed Assets	22,230,416	22,222,658	Current Year Net Income/Loss	5,694,776	5,500,771
			Total Un-Restricted	18,752,682	18,558,677
Other Assets					
Prepays & Other Assets	372,200	476,191	Restricted		
Total Other Assets	372,200	476,191	Total Net Assets	18,752,682	18,558,677
Total Assets	\$ 44,851,665	\$ 45,425,766	Total Liabilities & Net Assets	\$ 44,851,665	\$ 45,425,766

Pagosa Springs Medical Center													
Monthly Trends													
Activity	Jul-20 31	Aug-20 31	Sep-20 30	Oct-20 31	Nov-20 30	Dec-20 31	Jan-21 31	Feb-21 28	Mar-21 31	Apr-21 30	May-21 31	Jun-21 30	Jul-21 31
1 In-Patient Admissions	15	20	21	18	34	42	34	22	27	33	43	33	35
2 In-Patient Days	42	69	51	56	84	115	83	61	76	86	101	93	72
3 Avg Stay Days (In-patients)	2.8	2.5	2.4	3.1	2.5	2.7	2.4	2.8	2.8	2.6	2.3	2.8	2.1
4 Swing Bed Admissions	0	0	0	1	0	0	0	0	0	0	0	0	0
5 Swing Bed Days	0	0	0	3	0	0	0	0	0	0	0	0	0
6 Avg Length of Stay (Swing)	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7 Average Daily Census	1.4	1.5	1.7	1.9	2.8	3.7	2.7	2.2	2.5	2.9	3.3	3.2	2.3
Statistics													
8 E/R Visits	572	572	559	506	433	436	478	474	501	455	571	666	561
9 Outpatient Inquiries	733	464	400	409	564	330	543	781	458	291	428	663	713
10 Lab Tests	5,687	5,453	5,226	5,593	5,256	5,166	5,824	4,831	5,810	5,583	6,043	6,032	5,587
11 Radiology/CT/MRI Exams	1,335	1,277	1,118	1,208	1,050	1,116	1,271	1,176	1,381	1,757	1,304	1,539	1,439
12 OR Cases	77	85	65	90	89	93	74	79	106	126	99	120	85
13 Clinic Visits	1,725	1,658	1,570	1,812	1,641	1,690	1,686	1,661	1,863	1,583	1,756	1,912	1,759
14 Spec. Clinic Visits	718	738	598	544	562	550	536	497	79	309	101	113	704
15 Oncology Clinic Visits	132	143	140	138	111	112	92	95	129	127	115	127	90
16 Oncology Infusion Patients	116	132	170	133	138	108	110	91	175	140	158	159	151
17 Infusion Patients	37	37	39	36	45	42	70	52	78	51	75	96	122
18 EMS Transports	178	177	124	123	78	116	114	90	108	83	112	137	113
19 Total Stats	10,719	10,103	9,819	10,286	9,572	9,579	10,750	9,375	10,648	10,710	10,767	11,605	10,823

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

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2021	July			July			July Prior Y.T.D			
	Current Month Actual	Current Month Budget	Variance	Y.T.D Actual	Y.T.D Budget	Variance	Y.T.D Actual	Prior Y.T.D Actual	Difference	Variance
In-Patient										
Admissions										
Acute	35	48	(13)	225	237	(12)	225	167	58	35%
Swing Bed	-	1	(1)	-	3	(3)	-	-	-	-
Total	35	49	(14)	225	240	(15)	225	167	58	35%
Patient Days										
Acute	72	97	(25)	572	479	93	572	418	154	37%
Swing Bed	-	4	(4)	-	17	(17)	-	-	-	-
Total	72	101	(29)	572	496	76	572	418	154	37%
Average Daily Census										
# Of Days	31	31		212	212		212	213		
Acute	2.3	3.1	(0.8)	2.7	2.3	0.4	2.7	2.0	0.7	37%
Swing Bed	-	0.1	(0.1)	-	0.1	(0.1)	-	-	-	-
Total	2.3	3.3	(0.9)	2.7	2.3	0.4	2.7	2.0	0.7	37%
Length of Stay										
Acute	2.1	2.0	0.0	2.5	2.0	0.5	2.5	2.5	0.0	2%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.1	2.1	(0.0)	2.5	2.1	0.5	2.5	2.5	0.0	2%
Out-Patient										
Out-Patient Visits										
E/R Visits	561	569	(8)	3,658	3,416	242	3,658	3,470	188	5%
Observations	25	97	(72)	191	480	(289)	191	196	(5)	-3%
Lab Tests	5,687	5,948	(261)	39,812	34,969	4,843	39,812	33,932	5,880	17%
Radiology/CT/MRI Exams/V	1,335	1,395	(60)	9,168	8,335	833	9,168	7,931	1,237	15%
OR Cases	85	111	(26)	689	658	31	689	547	142	26%
Clinic Visits	1,759	2,515	(756)	12,639	15,099	(2,460)	12,639	11,437	1,202	11%
Spec. Clinic Visits	204	237	(33)	839	1,474	(585)	839	1,311	(472)	-36%
Oncology Clinic Visits	90	143	(53)	774	862	(88)	774	760	14	2%
Oncology/Infusion Patients	151	162	(11)	994	974	20	994	951	43	5%
Infusion Patients	122	115	7	494	690	(196)	494	496	(2)	0%
EMS Transports	113	128	(15)	757	770	(13)	757	772	(15)	-2%
Total	10,132	11,420	(1,288)	70,015	67,677	2,338	70,015	61,803	8,212	13%

Pagosa Springs Medical Center

ORAL REPORTS 3.a.vii.(a)

Center/Healthland Accounts Receivable for Hospital by Payor And Days Outstanding -- As of July 31, 2021

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	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Acc'd Same to Collection
Medicare	\$ 1,313,342	\$ 161,671	\$ 63,170	\$ 41,089	\$ 30,107	\$ 74,863	\$ 49,615	\$ 2,745,862	26%	
Medicaid	652,563	136,262	55,036	37,163	71,841	66,186	167,067	1,606,940	11%	
Third Party	1,664,530	1,776,593	475,084	179,734	157,293	75,142	192,157	4,820,127	49%	
Self-Pay	267,136	351,099	481,522	273,934	336,090	153,125	617,578	2,538,235	24%	
Current Month Total	\$ 4,918,131	\$ 3,859,526	\$ 1,661,212	\$ 924,846	\$ 645,331	\$ 340,223	\$ 1,455,387	\$ 10,509,159	100%	125,498
Pct of Total	47%	16%	5%	5%	5%	1%	14%	100%		
Jul-21	\$ 4,430,225	\$ 361,347	\$ 497,119	\$ 479,012	\$ 536,483	\$ 366,158	\$ 1,658,310	\$ 9,039,415		244,707
Pct of Total	49%	11%	5%	5%	6%	6%	13%	100%		
May-21	\$ 4,564,566	\$ 1,213,151	\$ 900,499	\$ 559,379	\$ 526,429	\$ 313,158	\$ 1,383,873	\$ 9,488,841		50,678
Pct of Total	48%	13%	9%	6%	5%	4%	15%	100%		
Apr-21	\$ 4,335,123	\$ 1,112,551	\$ 712,589	\$ 645,005	\$ 417,714	\$ 165,001	\$ 1,174,360	\$ 8,764,620		190,743
Pct of Total	49%	13%	8%	7%	5%	2%	13%	100%		
Mar-21	\$ 4,516,107	\$ 1,283,697	\$ 893,010	\$ 614,678	\$ 267,740	\$ 205,954	\$ 1,137,065	\$ 9,008,713		142,756
Pct of Total	50%	14%	10%	7%	1%	1%	13%	100%		
Feb-21	\$ 4,617,117	\$ 1,808,956	\$ 766,014	\$ 379,170	\$ 213,505	\$ 196,930	\$ 1,194,813	\$ 9,710,716		115,794
Pct of Total	50%	20%	9%	4%	2%	2%	13%	100%		
Jan-21	\$ 4,667,228	\$ 1,324,541	\$ 485,574	\$ 380,973	\$ 303,837	\$ 307,154	\$ 1,107,161	\$ 8,571,976		107,220
Pct of Total	54%	15%	6%	4%	4%	4%	13%	100%		
Dec-20	\$ 4,573,444	\$ 835,054	\$ 582,788	\$ 554,140	\$ 421,756	\$ 334,468	\$ 405,670	\$ 7,779,694		722,755
Pct of Total	55%	11%	7%	5%	5%	4%	12%	100%		
Nov-20	\$ 4,108,089	\$ 1,273,033	\$ 563,175	\$ 541,005	\$ 588,547	\$ 175,511	\$ 983,311	\$ 8,248,616		172,213
Pct of Total	50%	14%	7%	7%	7%	3%	12%	100%		
Oct-20	\$ 4,351,512	\$ 1,054,113	\$ 817,882	\$ 614,765	\$ 377,848	\$ 200,118	\$ 1,164,311	\$ 8,664,171		835,495
Pct of Total	50%	12%	10%	7%	4%	2%	14%	100%		
Sept-20	\$ 4,071,962	\$ 1,128,744	\$ 911,756	\$ 688,921	\$ 345,911	\$ 304,566	\$ 2,013,419	\$ 9,529,381		17,045
Pct of Total	43%	10%	10%	7%	5%	3%	21%	100%		
Aug-20	\$ 4,587,641	\$ 1,479,490	\$ 696,358	\$ 363,607	\$ 263,588	\$ 143,463	\$ 1,365,118	\$ 9,718,074		10,738
Pct of Total	47%	15%	7%	4%	3%	1%	14%	100%		
Jul-20	\$ 4,093,546	\$ 1,347,610	\$ 594,725	\$ 419,610	\$ 379,105	\$ 545,723	\$ 1,749,070	\$ 9,111,439		18,410
Pct of Total	45%	15%	6%	5%	4%	6%	19%	100%		
Pct Settled (Current)		58.2%	12.8%	1.6%	16.0%	42.0%	176.2%			
Pct Settled (Jun from May)		28.3%	59.2%	47.1%	46.8%	23.1%	369.8%			
Pct Settled (May from Apr)		71.7%	32.4%	21.5%	19.9%	18.5%	723.6%			
Pct Settled (Apr from Mar)		72.6%	44.1%	27.6%	32.0%	42.3%	470.2%			
Pct Settled (Mar from Feb)		72.3%	50.6%	22.8%	12.6%	19.4%	511.3%			

Pagosa Springs Medical Center

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

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	31	28	31	30	31	30
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
Net Accounts Receivable	\$ 4,787,478	\$ 4,325,581	\$ 3,956,034	\$ 3,777,753	\$ 3,877,097	\$ 4,279,429
Net Patient Revenue	\$ 2,863,140	\$ 2,780,726	\$ 2,720,773	\$ 2,799,928	\$ 2,867,264	\$ 3,457,110
Net Patient Rev/Day (2 month Avg)	\$ 103,376	\$ 86,858	\$ 84,279	\$ 90,226	\$ 92,912	\$ 103,865
Net Days in A/R	46	46	47	42	42	41

	31	31	30	31	30	31
	Jul-21	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Net Accounts Receivable	\$ 4,520,529	\$ 6,438,054	\$ 5,203,983	\$ 3,458,434	\$ 2,872,894	\$ 3,420,335
Net Patient Revenue	\$ 2,659,431	\$ 3,476,773	\$ 2,549,555	\$ 2,543,151	\$ 1,950,637	\$ 3,546,181
Net Patient Rev/Day (2 month Avg)	\$ 100,513	\$ 104,671	\$ 97,200	\$ 83,756	\$ 73,476	\$ 88,040
Net Days in A/R	45	62	54	41	39	39

Pagosa Springs Medical Center - - - Gross Days Target

Medicare	33%	21	\$	100,271	\$	694,879
Medicaid	7%	35	\$	100,271	\$	245,664
Blue Cross	15%	48	\$	100,271	\$	721,952
Commercial	26%	65	\$	100,271	\$	1,694,583
Self Pay	19%	150	\$	100,271	\$	2,857,728
Total:	100%				\$	6,214,807
					\$	100,271
Gross Days in A/R Target						62

Pagosa Springs Medical Center
Revenue by Financial Class
July 31, 2021

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	51,237.00	51,237.00	0.81%
Blue Cross	85,325.14	596,311.22	681,636.36	10.77%
Champus	13,083.50	45,146.40	58,229.90	0.92%
Commercial Insurance	63,333.43	810,984.50	874,317.93	13.82%
Medicaid	66,678.18	1,009,301.80	1,075,979.98	17.00%
Medicare	131,287.61	2,236,241.25	2,367,528.86	37.41%
Medicare HMO	40,699.30	649,167.66	689,866.96	10.90%
Self Pay	5,831.50	248,555.17	254,386.67	4.02%
Self Pay - Client Billing	-	8,130.60	8,130.60	0.13%
Veterans Administration	51,296.50	158,029.17	209,325.67	3.31%
Workers Compensation	-	57,311.90	57,311.90	0.91%
Total	457,535.16	5,870,416.67	6,327,951.83	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD	12/31/16 % YTD
Auto/Liability Insurance	69,182.15	540,354.08	609,536.23	1.49%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	601,785.32	4,463,692.55	5,065,477.87	12.42%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	56,682.06	351,808.88	408,490.94	1.00%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	377,685.79	4,574,157.15	4,951,842.94	12.14%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	569,940.11	6,608,371.92	7,178,312.03	17.61%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	1,330,840.61	13,352,067.17	14,682,907.78	36.01%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	621,432.48	3,595,475.00	4,216,907.48	10.34%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	99,323.55	1,567,939.98	1,667,263.53	4.09%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	128,286.31	128,286.31	0.31%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	254,208.65	1,156,592.59	1,410,801.24	3.46%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	454,227.14	454,227.14	1.11%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	3,981,080.72	36,792,972.77	40,774,053.49	100.00%	100.00%	100.00%	100.00%	100.00%	99.97%
Blank									0.00%
HMO (Health Maint Org)									0.03%
Total					100.00%	100.00%	100.00%	100.00%	100.00%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

	July 2021
Cash Flows from operating activities	
Change in net assets	194,005
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	143,782
Patient accounts receivable	(241,518)
Accounts payable and wages payable	(788,820)
Accrued liabilities	(11,847)
Pre-paid assets	103,991
Deferred revenues	(181,951)
Other receivables	245,232
Reserve for third party settlement	394,067
Inventory	(29,557)
Net Cash Provided by (used in) operating activities	(172,616)
Cash Flows from investing activities	
Purchase of property and equipment	
Work in progress	(157,048)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(157,048)
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	(159,878)
Change in Prior Year Net Assets	-
Change in leases payable	(14,169)
Net Cash Provided by (used in) financing activities	(174,047)
Net Increase(Decrease) in Cash	(503,713)
Cash Beginning of Month	16,323,395
Cash End of Month	15,819,682

2021						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-21	\$3,306,733.00	\$2,175,985.19	(\$1,130,747.81)	65.80%	\$ (85,619.39)	\$2,090,365.80
Feb-21	\$2,863,140.00	\$1,981,613.13	(\$881,526.87)	69.21%	\$ (257,043.01)	\$1,724,570.12
Mar-21	\$2,780,206.00	\$2,879,133.01	\$98,927.01	103.56%	\$ 71,310.04	\$2,950,443.05
Apr-21	\$2,790,766.00	\$2,691,895.54	(\$98,870.46)	96.46%	\$ 77,125.65	\$2,769,021.19
May-21	\$2,589,854.00	\$2,523,180.73	(\$66,673.27)	97.43%	\$ 15,458.38	\$2,538,639.11
Jun-21	\$2,657,247.00	\$2,833,078.95	\$175,831.95	106.62%	\$ 127,903.94	\$2,960,982.89
Jul-21	\$3,247,103.00	\$2,577,887.40	(\$669,215.60)	79.39%	\$ 174,732.94	\$2,752,620.34
Aug-21						
Sep-21						
Oct-21						
Nov-21						
Dec-21						
	\$20,235,049.00	\$17,662,773.95	(\$2,572,275.05)	87.29%	\$ 123,868.55	\$17,786,642.50

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

Prepared 8/12/2021
 Cash Balance at 12/31/20
ORAL REPORTS 3.a.vii.(a)

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)			
	Patient	Tax	Provider	Grants &	Other	Clinic Expan.	Total	Operating	Capital	Medicare/	Bond & Lease	Other	Total	Balance
	Collections	Revenues	Fees	Donations		New Debt/	Collections	Expenses		Medicaid	Interest &		Cash Spending	
						Leases				Repayment	Principal			
January 2021 (Actual)	2,180,274	11,507	210,007	151,255	142,352	-	2,695,395	3,133,426	389,294		14,066	(351,363)	3,185,423	5,985,920
February 2021 (Actual)	1,959,068	59,617	210,007	8,500	131,075	-	2,368,267	2,996,170	6,469	1,049,793	14,044	219,884	4,286,360	4,067,827
March 2021 (Actual)	2,879,133	415,612	210,007	344,101	260,197	-	4,109,050	3,436,848	10,078		14,000	(457,468)	3,003,458	5,173,420
April 2021 (Actual)	2,691,896	143,838	210,074	195	535,733	-	3,581,736	3,103,605	-		14,000	(76,942)	3,040,663	5,714,493
May 2021 (Actual)	2,523,181	343,558	210,007	6,300	146,462	-	3,229,508	3,064,698			205,000	73,301	3,342,999	5,601,002
June 2021 (Actual)	2,833,079	107,730	210,007	162,629	5,671,447	-	8,984,892	4,431,018	-	-	14,000	290,325	4,735,343	9,850,551
July 2021 (Actual)	2,577,887	193,023	218,778	150,000	158,008	-	3,297,696	2,966,457	661,074		14,000	-	3,641,531	9,506,716
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	9,572,530
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	9,755,264
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	10,025,256
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	9,953,554
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	9,946,819
Totals	31,382,180	1,702,325	2,414,217	1,017,622	7,059,835	-	43,576,179	39,250,819 981,635	1,247,850	1,049,793	359,110	(1,802,264)	40,105,307	9,946,819
														at 12/31/21
Bond Requirements (60 days cash)														6,302,529

Notes:

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

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

ORAL REPORTS 3.a.vii.(a) Prepared 8/12/2021
Cash balance 17,999,434
at 12/31/20

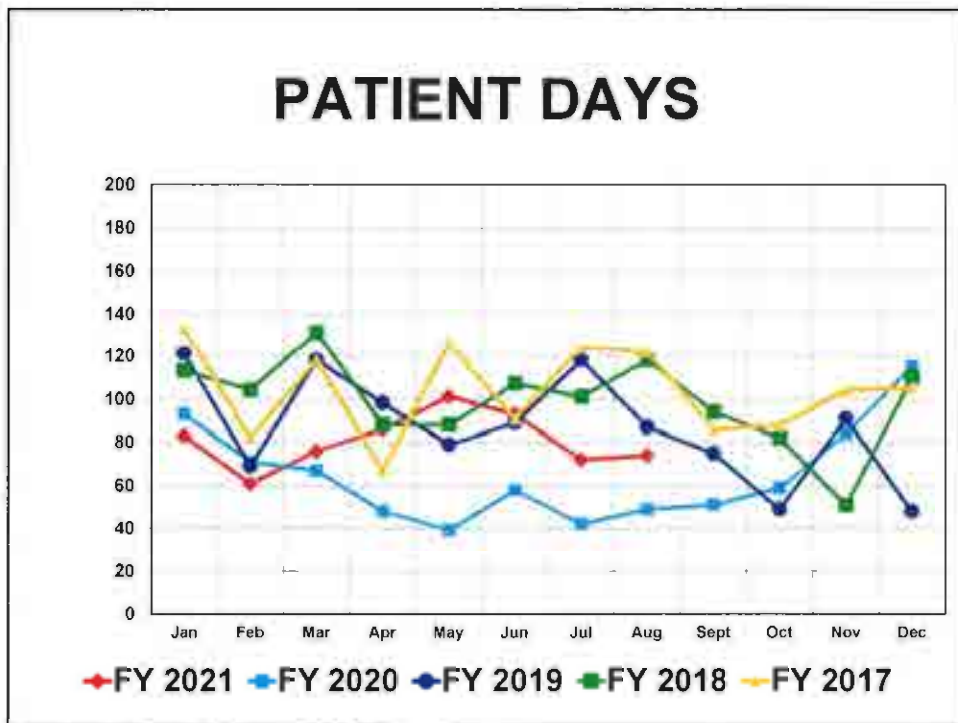
	(1) Net Asset Change	(2) Depreciation	(3) Receivables	(4) Payables & Other Liabilities	(5) Pre-Paid Assets	(6) Deferrrred Revenue	(7) Third Party	(8) Inventory	(9) Equipment Purchase	(10) Lease Payables	(11) Other	Net Cash Change	Balance
January 2021 (Actual)	34,828	148,862	(1,501,107)	250,420	(106,402)	-	679,452	(12,735)	(389,294)	(14,066)	-	(910,042)	17,089,392
February 2021 (Actual)	(460,464)	152,987	788,281	(268,642)	54,847	-	(1,291,967)	6,110	(6,469)	(14,044)	-	(1,039,361)	16,050,031
March 2021 (Actual)	283,835	147,773	154,298	736,646	(64,436)	-	297,176	(5,538)	(10,078)	(14,070)	(101,863)	1,423,743	17,473,774
April 2021 (Actual)	13,708	148,271	207,462	(378,057)	91,429	-	(8,007)	2,045	(2,981)	(14,093)	(91,747)	(31,970)	17,441,804
May 2021 (Actual)	298,586	149,227	244,916	195,640	19,857	(343,558)	(2,810)	9,545	(12,414)	(14,118)	8,546,448	9,091,319	26,533,123
June 2021 (Actual)	4,967,898	144,441	(293,759)	90,483	1,292	(107,731)	(5,505)	21,645	(434,486)	(14,143)	(14,579,863)	(10,209,728)	16,323,395
July 2021 (Actual)	194,005	143,782	3,713	(800,667)	103,991	(181,951)	394,067	(29,557)	(157,048)	(14,169)	(159,878)	(503,712)	15,819,683
August 2021 (Budget)	32,320	145,000	200,000	100,000	50,000	-	(100,000)	15,000	(100,000)	(14,200)	(150,000)	178,120	15,997,803
September 2021 (Budget)	25,377	145,000	200,000	100,000	50,000	-	(100,000)	15,000	(100,000)	(14,200)	(150,000)	171,177	16,168,980
October 2021 (Budget)	39,927	145,000	200,000	100,000	50,000	-	(100,000)	(15,000)	(100,000)	(14,200)	(150,000)	155,727	16,324,707
November 2021 (Budget)	23,502	145,000	200,000	100,000	50,000	-	(100,000)	15,000	(100,000)	(14,200)	(1,905,000)	(1,585,698)	14,739,009
December 2021 (Budget)	29,064	145,000	200,000	100,000	50,000	-	(100,000)	(15,000)	(100,000)	(14,200)	(150,000)	144,864	14,883,873
Totals	5,482,586	1,760,343	603,804	325,823	350,578	(633,240)	(437,594) 981,635	6,515	(1,512,770)	(169,703)	(8,891,903)	(3,115,561)	14,883,873

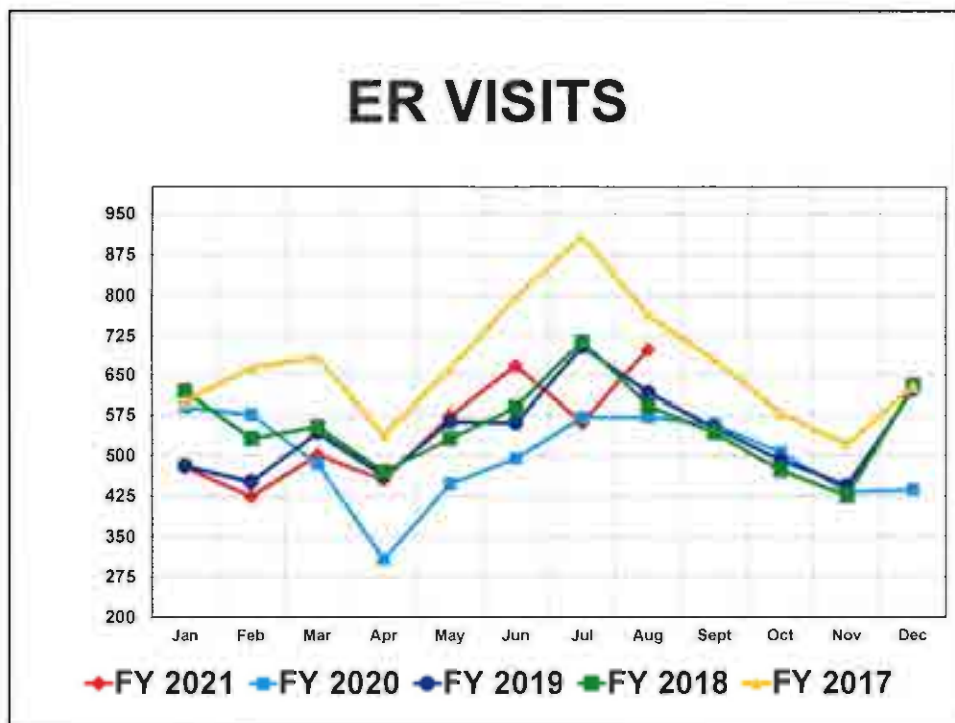
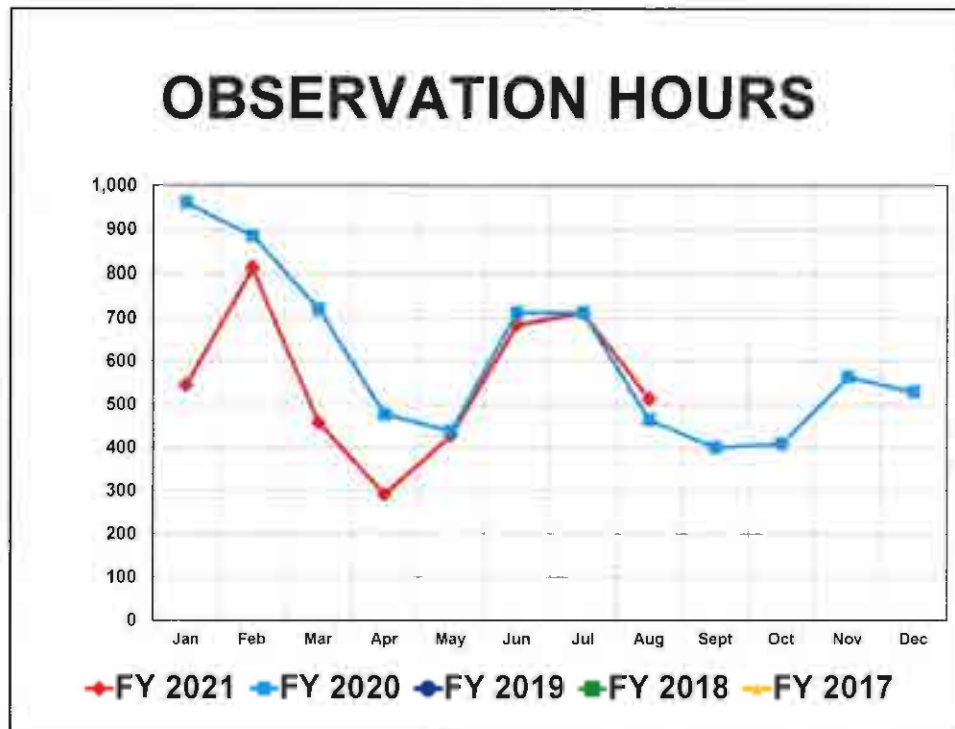
at 12/31/21

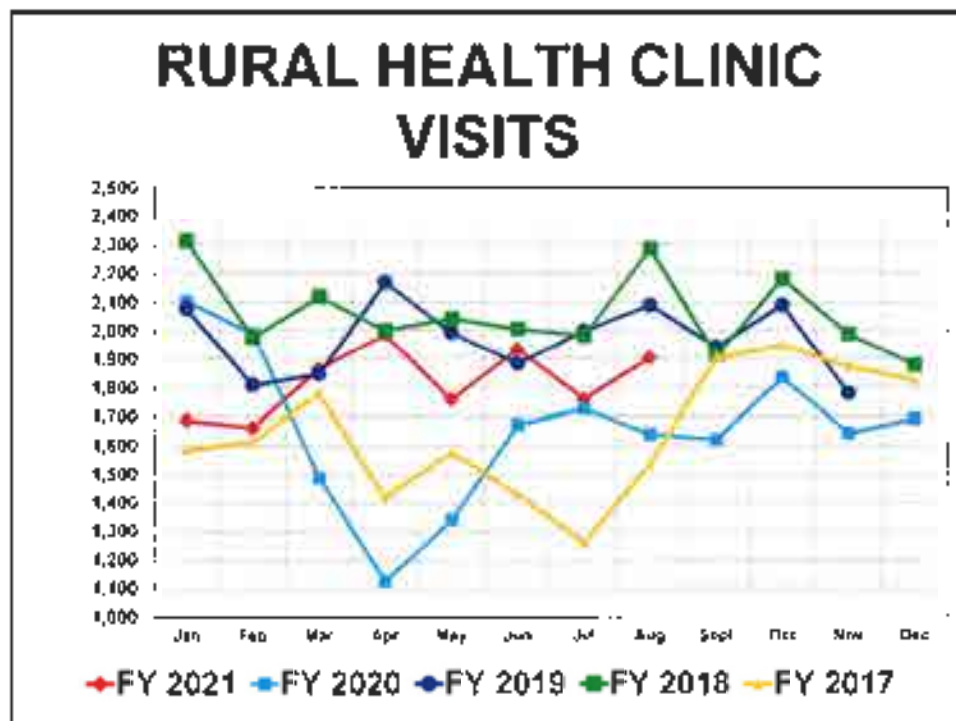
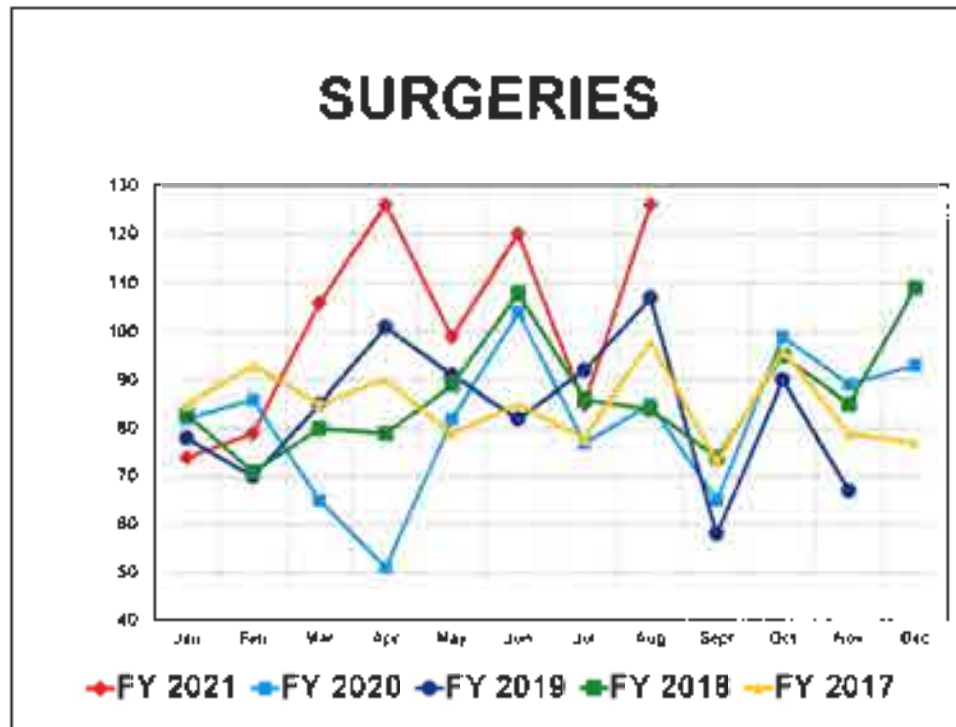
Bond Requirements (60 days cash)

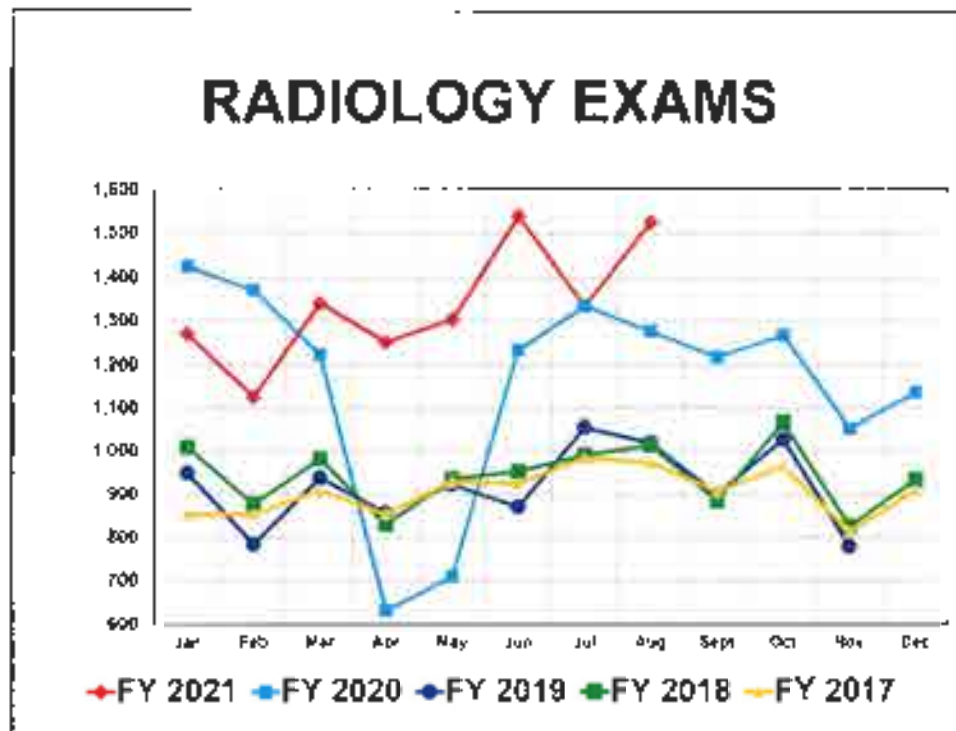
Notes:

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



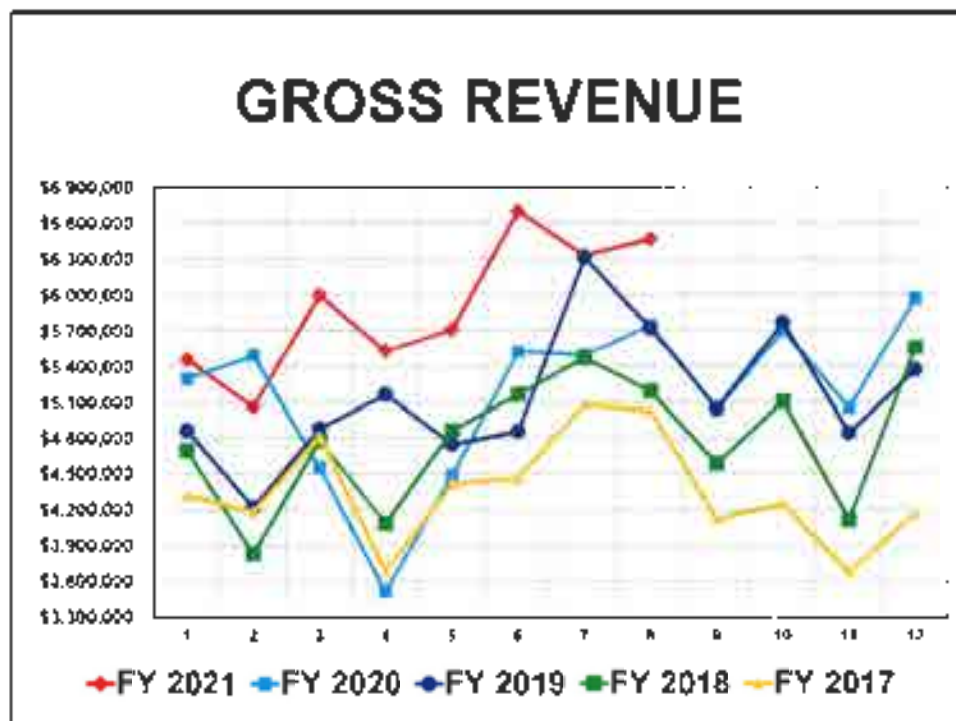
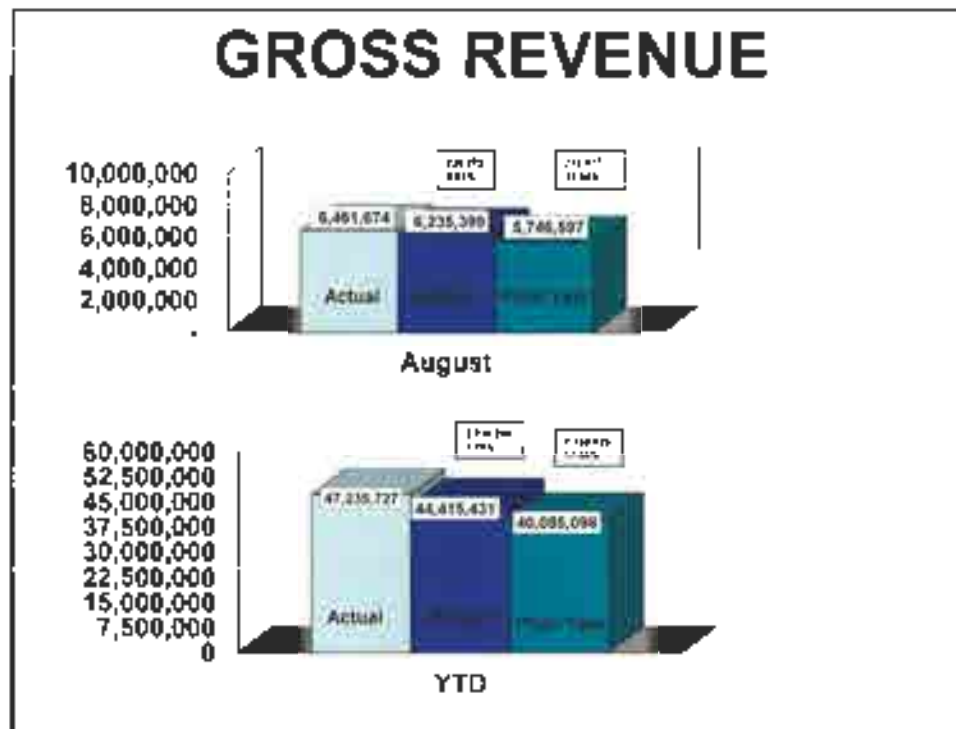




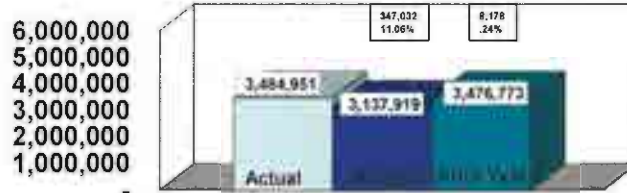


Summary of Financials

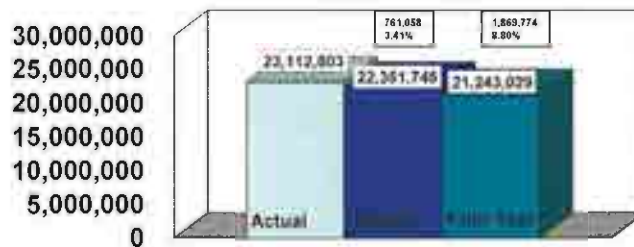
	July
Gross Revenue	\$4,127,372
Net Revenue	\$2,675,421
Net MBG	\$2,987,417
Claims, Write-off and Tax Revenue	\$1,097,025
Grants and Subsidies	\$1,305,000
Fund Revenue	\$1,130,111
Net Income	\$1,134,025



NET PATIENT REVENUE

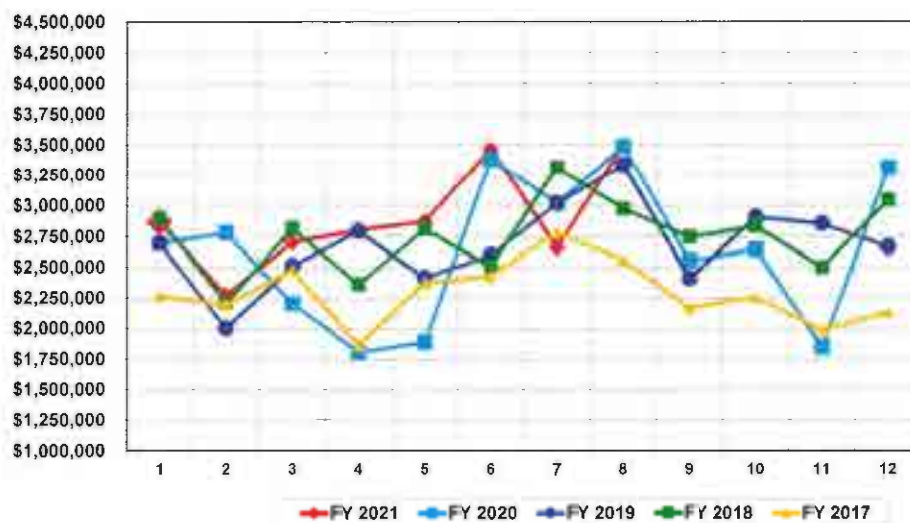


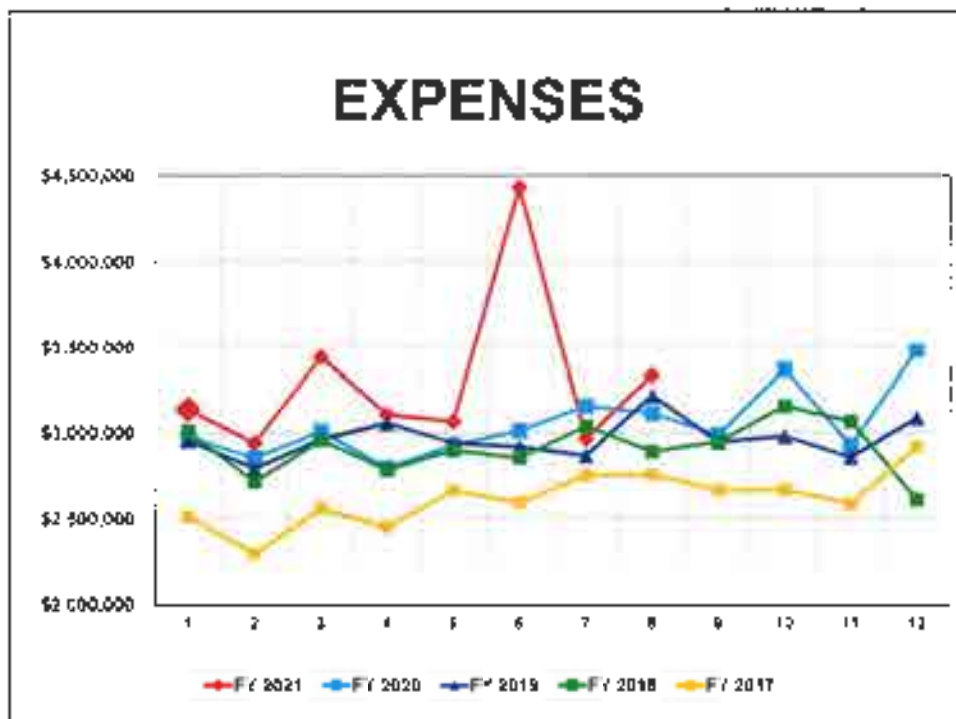
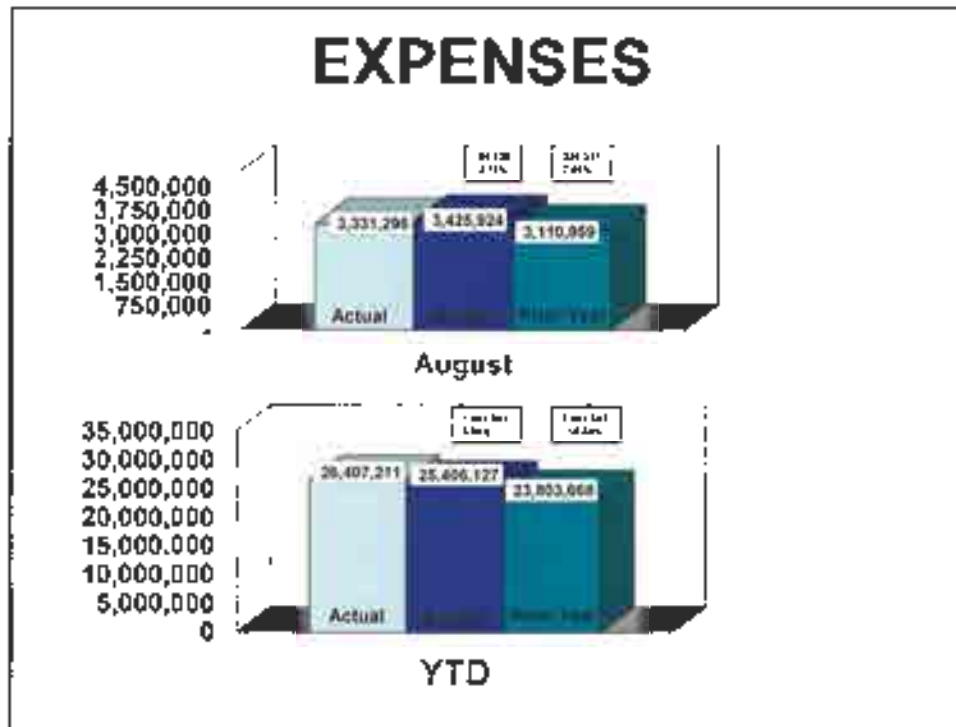
August

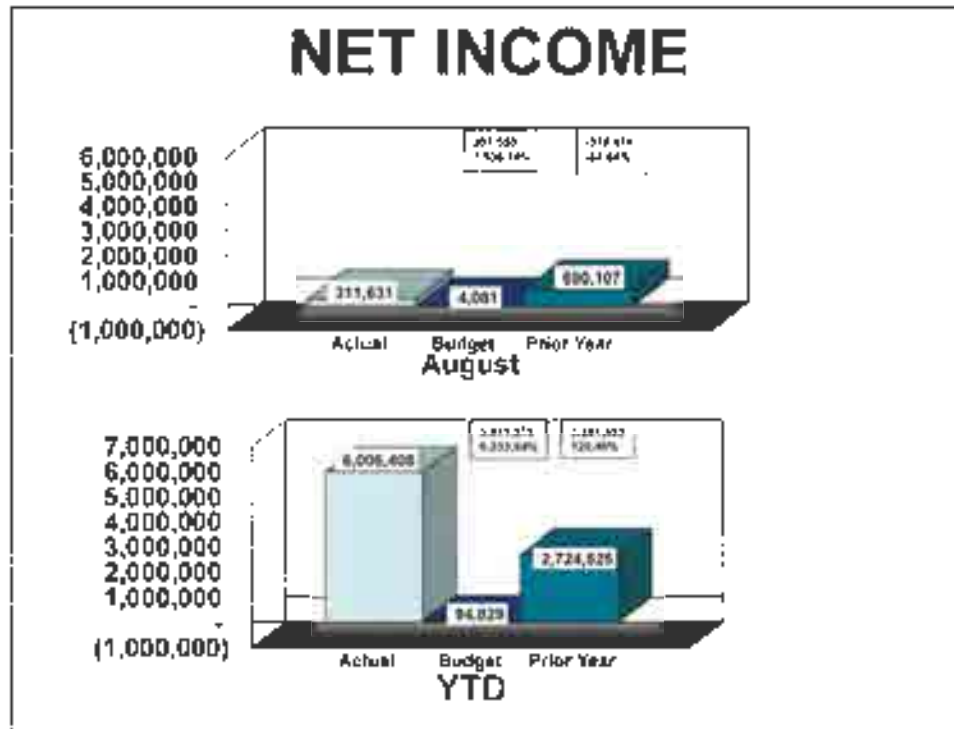


YTD

NET PATIENT REVENUE







Summary of Financials

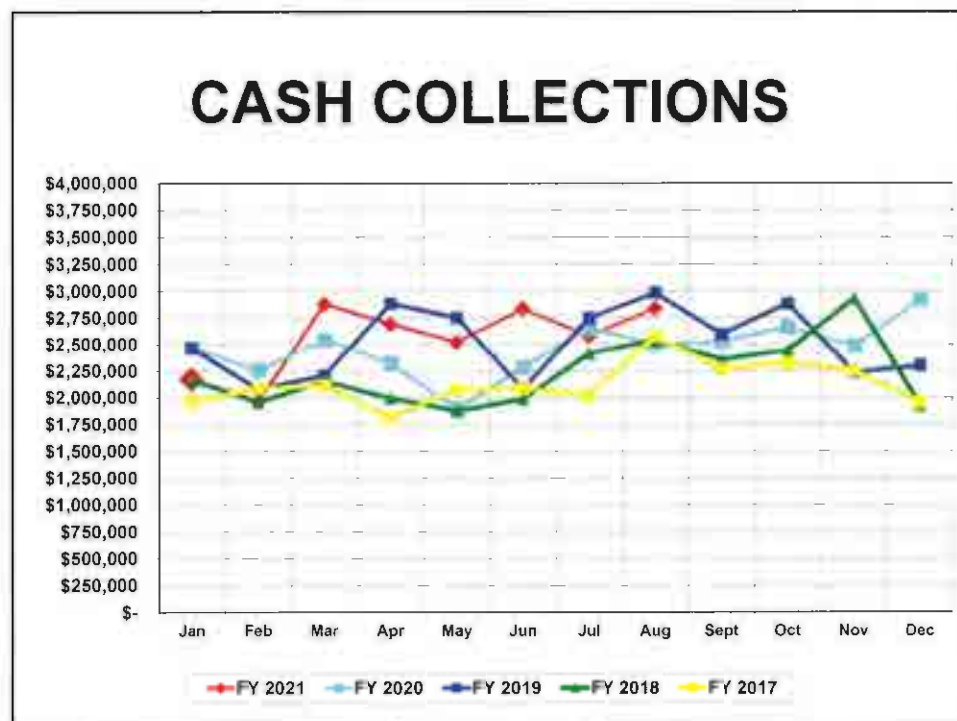
	August
Excess Revenue	\$ 6,461,874
Net Revenue	\$ 7,454,761
Expenses	\$ 7,027,296
Grants (200) and Tax Revenue	\$ 137,028
Grants and Job/Grant Services	\$ 126,663
Tax Revenue	\$ 11,365
Net Income	\$ 3,116,311

GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND





Income Statement --- August 31, 2021

Page 1

	Current Month				Year-to-Date			
	2021	Budget	Difference	Variance	2021	Budget	Difference	Variance
Revenue								
1 Total In-patient Revenue	552,614	489,374	63,240	13%	3,939,025	3,485,807	453,158	13%
17 Total Out-patient Revenue	5,405,385	5,262,072	143,313	3%	39,480,743	37,487,317	1,993,426	5%
18 Professional Fees	503,675	483,903	19,722	4%	3,815,359	3,447,247	368,112	11%
19 Total Patient Revenue	6,461,674	6,235,399	226,275	4%	47,235,727	44,415,431	2,820,296	6%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,388,185	3,044,433	343,752	11%	24,568,697	21,685,824	2,882,873	13%
22 Charity	64,404	11,073	53,331	484%	537,653	78,507	459,146	585%
23 Bad Debt	18,267	242,053	(223,786)	-92%	989,595	1,724,158	(734,573)	-41%
24 Provider Fee & Other	(494,133)	(200,027)	(294,106)	-147%	(1,973,021)	(1,424,813)	(548,208)	-18%
25 Total Revenue Deductions & Bad Debt	2,976,723	3,097,486	(120,763)	4%	24,122,974	22,063,686	2,059,288	9%
26 Total Net Patient Revenue	3,484,951	3,137,913	347,032	11%	23,112,803	22,351,745	761,058	3%
27 Grants	5,840	22,900	(17,060)	-74%	678,818	245,938	432,880	176%
28 HSS Stimulus Other Revenue	-	31,050	(31,050)	-100%	2,703,633	354,950	1,848,683	521%
29 COVID PPP Loan Forgiveness	-	-	-	0%	3,740,044	-	3,740,044	0%
30 Other Operating Income - Misc	120,825	143,586	(22,771)	-16%	1,222,122	1,556,463	(332,341)	-21%
31 Total Net Revenues	3,611,616	3,337,465	274,151	8%	30,957,420	24,507,096	6,450,324	26%
Operating Expenses								
33 Salary & Wages	1,607,593	1,802,912	(195,319)	-11%	13,961,778	13,300,164	661,614	5%
34 Benefits	322,453	305,392	16,861	6%	2,338,845	2,329,868	8,977	0%
35 Professional Fees/Contract Labor	36,867	37,251	(4,716)	-15%	339,078	238,651	100,427	30%
36 Purchased Services	169,322	172,374	(6,052)	4%	1,264,516	1,276,484	(11,968)	-1%
37 Supplies	622,301	561,509	60,692	11%	4,087,447	4,141,451	(54,004)	-1%
38 Rent & Leases	44,371	17,545	26,526	151%	799,639	115,341	683,298	159%
39 Repairs & Maintenance	39,952	51,443	(11,491)	22%	350,571	391,381	(40,810)	10%
40 Utilities	38,980	37,938	(8,958)	-24%	270,433	290,494	(20,061)	-7%
41 Insurance	27,335	28,175	(840)	-3%	227,833	207,838	19,995	10%
42 Depreciation & Amortization	143,258	174,877	(31,619)	-18%	1,383,868	1,299,036	84,832	7%
43 Interest	70,176	91,336	(21,760)	-24%	650,398	675,096	(24,698)	-4%
44 Other	271,838	149,772	122,066	49%	1,263,736	1,140,353	123,383	11%
45 Total Operating Expenses	3,331,296	3,425,924	(94,628)	-3%	26,407,211	25,406,127	1,001,084	4%
46 Operating Revenue Less Expenses	280,320	(88,459)	368,779	-417%	4,550,209	(899,031)	5,449,240	-506%
Non-Operating Income								
48 Tax Revenue	31,311	79,320	(48,009)	-61%	1,326,199	851,880	454,319	53%
49 Donations	-	11,220	(11,220)	-100%	150,000	141,980	8,020	6%
50 Total Non-Operating Income	31,311	90,540	(59,229)	-65%	1,456,199	993,860	462,339	47%
51 Total Revenue Less Total Expenses	\$ 311,631	\$ 4,081	\$ 307,550	7536%	\$ 6,006,408	\$ 94,829	\$ 5,911,579	6234%

Income Statement Comparison - - - August 31, 2021

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	2021	Current Month 2020	Difference	Variance	2021	Year-to-Date 2020	Difference	Variance
Revenue								
7 Total Inpatient Revenue	532,514	378,997	153,517	41%	3,939,325	3,149,538	789,787	25%
17 Total Outpatient Revenue	5,405,383	4,986,453	418,932	8%	33,480,703	31,904,623	5,576,120	16%
18 Professional Fees	503,673	381,147	122,528	32%	3,815,959	3,030,837	785,122	26%
19 Total Patient Revenue	6,441,570	5,746,597	694,973	12%	47,235,727	40,085,098	7,150,629	18%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	1,385,185	2,543,129	(1,157,944)	(83%)	14,558,597	19,760,989	(5,202,392)	(27%)
22 Charity	64,424	30,745	33,679	109%	537,633	10,287	527,346	5127%
23 Bad Debt	18,267	(703,902)	722,169	-103%	989,595	880,524	109,071	12%
24 Provider Fee & Other	(494,133)	(80,348)	(413,785)	515%	(1,973,221)	(1,809,731)	(163,490)	9%
25 Total Revenue Deductions & Bad Debt	2,976,723	2,269,824	706,899	31%	14,122,924	18,842,069	(4,719,145)	(28%)
26 Total Net Patient Revenue	3,464,847	3,476,773	(11,926)	0%	23,112,803	21,243,029	1,869,774	9%
27 Grants	5,840	1,945	3,895	200%	678,818	496,764	182,054	37%
28 HSS Stimulus Other Revenue		73,714	(73,714)	100%	2,203,633	1,692,633	511,000	30%
29 COVID PPP Loan Forgiveness					3,740,044		3,740,044	
30 Other Operating Income - Misc	120,835	176,121	(55,286)	31%	1,722,122	1,521,492	200,630	13%
31 Total Net Revenues	3,611,522	3,734,653	(123,131)	-3%	30,957,420	24,953,915	6,003,505	24%
Operating Expenses								
33 Salary & Wages	1,507,593	1,570,917	(63,324)	4%	13,961,778	12,506,163	1,455,615	12%
34 Benefits	327,453	297,042	30,411	9%	2,338,545	2,156,332	182,213	8%
35 Professional Fees/Contract Labor	36,967	78,433	(41,466)	30%	309,079	228,658	80,421	35%
36 Purchased Services	166,372	151,207	15,165	10%	1,264,516	1,208,458	56,058	5%
37 Supplies	622,301	509,775	112,526	22%	4,087,442	3,675,916	411,526	11%
38 Rent & Leases	44,171	36,400	7,771	21%	298,639	295,175	3,464	1%
39 Repairs & Maintenance	39,957	45,607	(5,650)	12%	350,571	371,200	(20,629)	6%
40 Utilities	28,980	31,877	(2,897)	9%	270,433	249,740	20,693	8%
41 Insurance	27,335	24,781	2,554	10%	227,803	200,564	27,239	14%
42 Depreciation & Amortization	143,258	147,640	(4,382)	3%	1,383,558	1,181,716	201,842	17%
43 Interest	70,176	90,540	(20,364)	23%	652,398	715,197	(62,799)	-9%
44 Other	221,838	176,610	45,228	26%	1,263,735	1,014,473	249,262	25%
45 Total Operating Expenses	3,331,295	3,110,959	220,337	7%	26,407,211	23,803,668	2,603,543	11%
46 Operating Revenue Less Expenses	280,227	623,694	(343,467)	-55%	4,550,209	1,150,247	3,399,962	296%
Non-Operating Income								
48 Tax Revenue	31,311	66,413	(35,102)	53%	1,306,199	1,242,130	64,069	5%
49 Donations					150,000	334,148	(184,148)	55%
50 Total Non-Operating Income	31,311	66,413	(35,102)	-53%	1,456,199	1,576,278	(120,079)	-8%
51 Total Revenue Less Total Expenses	\$ 311,538	\$ 690,160	\$ (378,622)	-55%	\$ 6,006,408	\$ 2,726,525	\$ 3,279,883	120%

Balance Sheet - - August 31, 2021

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 9,771,535	\$ 9,109,961	Accts Payable - System	\$ 685,331	\$ 423,734
Debt Svc. Res. 2016 Bonds	878,752	878,731	Accrued Expenses	762,330	634,799
Bond Funds - 2016 Bonds	-	-	Cost Report Settlement Res	(702,557)	(698,306)
Bond Funds - 2021 / 2006	414,188	396,748	Wages & Benefits Payable	1,653,369	1,550,458
Escrow - LMB	-	-	Deferred Revenue	1,888	27,022
COVID PPP	-	-	COVID PPP Short Term Loan	-	-
Relief Fund Cash Restricted	1,755,156	1,755,156	Relief Fund Liability	1,755,156	1,755,156
Medicare Accelerated Pmt	3,525,369	3,679,079	Medicare Accelerated Pmt Liab	3,525,369	3,679,079
Total Cash	16,345,007	15,819,682	Current Portion of LT Debt-Lease	118,046	132,236
			Current Portion of LT Debt-2006	-	-
Accounts Receivable			Current Portion of LT Debt-2016	340,000	340,000
Patient Revenue - Net	4,713,332	4,520,929	Total Current Liabilities	8,138,802	7,844,178
Other Receivables	274,914	248,638			
Total Accounts Receivable	4,988,246	4,769,567	Long-Term Liabilities		
			Leases Payable	-	-
Inventory	1,680,381	1,659,800	Equipment Lease (Wells Fargo)	-	-
			Bond Premium (Net) - 2006 Def Outflows	210,199	211,311
Total Current Assets	23,013,634	22,249,049	Bond Premium (Net) - 2016	125,746	126,171
			Bond Premium (Net) - 2021	778,362	782,323
Fixed Assets			Bonds Payable - 2021	7,885,000	7,885,000
Property Plant & Equip (Net)	6,353,574	6,502,340	Bonds Payable - 2006	-	-
Electronic Health Record (Net)	-	-	Bonds Payable - 2016	9,250,000	9,250,000
Clinic Expansion	13,377,405	13,377,405	Total Long-Term Liabilities	18,249,297	18,254,805
Work In Progress	2,263,302	2,249,671			
Land	101,000	101,000	Net Assets		
Total Fixed Assets	22,095,281	22,230,416	Un-Restricted	13,057,906	13,057,906
			Current Year Net Income/Loss	6,006,408	5,694,776
Other Assets			Total Un-Restricted	19,064,314	18,752,682
Prepays & Other Assets	343,498	372,200	Restricted		
Total Other Assets	343,498	372,200	Total Net Assets	19,064,314	18,752,682
Total Assets	\$ 45,452,413	\$ 44,851,665	Total Liabilities & Net Assets	\$ 45,452,413	\$ 44,851,665

Pagosa Springs Medical Center

Monthly Trends

	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Activity	31	30	31	30	31	31	28	31	30	31	30	31	31
2 In-Patient Admissions	20	21	18	34	42	34	22	27	33	41	33	35	12
4 In-Patient Days	49	51	56	84	111	83	61	76	86	101	93	72	74
4 Avg Stay Days (In-patients)	2.5	2.4	3.1	2.5	2.7	2.4	2.8	2.8	2.6	2.3	2.8	2.1	2.3
5 Swing Bed Admissions	0	0	1	0	0	0	0	0	0	0	0	0	0
6 Swing Bed Days	0	0	3	0	0	0	0	0	0	0	0	0	0
7 Avg Length of Stay (Swing)	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8 Average Daily Census	1.1	1.7	1.9	2.8	3.7	2.7	2.2	2.5	2.5	3.3	3.1	2.3	2.4
Statistics													
9 E/R Visits	572	559	506	433	436	478	424	501	455	373	566	362	697
10 Outpatient Hours	464	400	409	364	530	545	781	458	291	423	625	713	513
11 Lab Tests	5,751	5,285	5,598	5,216	5,106	5,874	4,831	5,510	5,583	6,045	6,032	5,627	5,586
12 Radiology/CT/MRI Exams	1,277	1,218	1,268	1,055	1,136	1,271	1,126	1,343	1,252	1,304	1,539	1,131	1,575
14 OR Cases	61	61	92	89	93	74	78	106	126	99	170	85	116
15 Clinic Visits	1,618	1,620	1,812	1,643	1,690	1,686	1,561	1,853	1,583	1,756	1,931	1,739	1,907
16 Same Clinic Visits	178	193	144	162	150	136	97	79	109	101	113	204	89
17 Oncology Clinic Visits	143	140	138	111	112	92	93	129	127	116	127	90	135
18 Oncology/Infusion Patients	132	140	133	138	108	110	91	125	150	158	159	151	195
19 Infusion Patients	37	39	36	45	42	20	52	28	51	75	96	122	109
20 EMS Transports	122	124	123	78	116	114	90	108	81	132	137	111	116
21 Total Slots	10,103	9,819	10,280	9,512	9,579	10,350	9,375	10,618	10,210	10,767	11,605	10,820	12,007

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

Page 5

2021	August			August			August Prior Y.T-D			
	Current Month Actual	Current Month Budget	Variance	Y.T-D Actual	Y.T-D Budget	Variance	Y.T-D Actual	Prior Y.T-D Actual	Difference	Variance
In-Patient										
Admissions										
Acute	32	33	(1)	257	270	(13)	257	187	70	37%
Swing Bed	-	-	-	-	3	(3)	-	-	-	-
Total	32	33	(1)	257	273	(16)	257	187	70	37%
Patient Days										
Acute	74	66	8	646	545	101	646	467	179	38%
Swing Bed	-	2	(2)	-	19	(19)	-	-	-	-
Total	74	68	6	646	564	82	646	467	179	38%
Average Daily Census										
# Of Days	31	31		243	243		243	244		
Acute	2.4	2.1	0.3	2.7	2.2	0.4	2.7	1.9	0.7	39%
Swing Bed	-	0.1	(0.1)	-	0.1	(0.1)	-	-	-	-
Total	2.4	2.2	0.2	2.7	2.3	0.3	2.7	1.9	0.7	39%
Length of Stay										
Acute	2.3	2.0	0.3	2.5	2.0	0.5	2.5	2.5	0.0	1%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.3	2.1	0.3	2.5	2.1	0.4	2.5	2.5	0.0	1%
Out-Patient										
Out-Patient Visits										
E/R Visits	697	562	135	4,355	3,978	377	4,355	4,042	313	8%
Observ admissions	44	66	(22)	235	546	(311)	235	223	12	5%
Lab Tests	5,586	5,655	(69)	45,398	40,624	4,774	45,398	39,387	6,011	15%
Radiology/CT/MRI Exams/M	1,525	1,348	177	10,693	9,683	1,010	10,693	9,208	1,485	16%
OR Cases	126	104	22	815	762	53	815	632	183	29%
Clinic Visits	1,902	2,480	(578)	14,541	17,579	(3,038)	14,541	15,075	1,466	11%
Spec. Clinic Visits	89	234	(145)	928	1,656	(730)	928	1,489	(561)	-38%
Oncology Clinic Visits	135	142	(7)	909	1,004	(95)	909	903	6	1%
Oncology/Infusion Patients	195	161	34	1,189	1,135	54	1,189	1,083	106	10%
Infusion Patients	109	114	(5)	603	804	(201)	603	533	70	13%
EMS Transports	126	126	-	883	896	(13)	883	894	(11)	-1%
Total	10,534	10,992	(458)	80,546	78,669	1,880	80,549	71,469	9,080	13%

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

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	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-150 Days		151-180 Days		181+ Days		Total	Percent of Total	Accrs sent to Collections	
1 Medicare	\$	1,400,509	\$	129,428	\$	111,510	\$	29,054	\$	11,909	\$	14,114	\$	16,002	\$	2,750,190	26%	
2 Medicaid		680,811		156,978		100,539		43,359		37,054		15,784		198,414		1,275,700	12%	
3 Third Party		1,743,990		781,143		771,787		288,971		170,561		110,339		375,779		4,399,852	35%	
4 Self-Pay		230,019		310,989		341,617		276,661		247,851		219,131		848,622		2,879,567	23%	
Current Month Total	\$	5,070,970	\$	1,423,538	\$	1,389,523	\$	637,952	\$	423,338	\$	370,971	\$	1,518,317	\$	10,734,509	100%	181,959
Pct of Total		47%		13%		12%		6%		4%		3%		14%		100%		
Jul 21	\$	4,918,121	\$	1,359,528	\$	1,361,923	\$	624,846	\$	516,331	\$	340,021	\$	1,455,387	\$	10,509,159	100%	125,498
Pct of Total		47%		13%		13%		5%		5%		3%		14%		100%		
Jun 21	\$	4,450,225	\$	991,357	\$	452,319	\$	470,912	\$	536,430	\$	385,458	\$	1,656,314	\$	9,036,415	100%	245,707
Pct of Total		49%		11%		3%		5%		6%		4%		18%		100%		
May 21	\$	4,364,596	\$	1,221,151	\$	800,139	\$	559,379	\$	516,823	\$	338,158	\$	1,381,871	\$	8,486,831	100%	91,678
Pct of Total		48%		13%		9%		6%		5%		4%		15%		100%		
Apr 21	\$	4,315,723	\$	1,332,597	\$	712,599	\$	645,707	\$	617,754	\$	166,907	\$	1,174,380	\$	8,764,020	100%	190,247
Pct of Total		47%		15%		8%		7%		5%		2%		13%		100%		
Mar 21	\$	4,315,107	\$	1,783,697	\$	893,010	\$	574,574	\$	257,740	\$	705,954	\$	1,787,789	\$	9,008,775	100%	241,056
Pct of Total		50%		20%		10%		7%		1%		2%		19%		100%		
Feb 21	\$	4,532,177	\$	1,808,356	\$	795,014	\$	129,120	\$	251,606	\$	194,030	\$	1,194,813	\$	9,210,716	100%	116,794
Pct of Total		50%		20%		9%		1%		3%		2%		13%		100%		
Jan 21	\$	4,667,278	\$	1,324,541	\$	489,174	\$	180,977	\$	303,831	\$	107,163	\$	1,107,666	\$	8,171,916	100%	197,720
Pct of Total		54%		15%		6%		1%		4%		1%		13%		100%		
Dec 20	\$	4,115,448	\$	835,604	\$	542,058	\$	194,540	\$	422,050	\$	107,468	\$	965,810	\$	7,779,394	100%	177,781
Pct of Total		55%		11%		7%		3%		5%		1%		12%		100%		
Nov 20	\$	4,268,089	\$	1,271,013	\$	581,115	\$	541,305	\$	584,547	\$	773,571	\$	585,731	\$	8,748,636	100%	177,713
Pct of Total		50%		14%		7%		7%		6%		3%		12%		100%		
Oct 20	\$	4,351,562	\$	1,054,333	\$	832,881	\$	604,765	\$	371,848	\$	700,178	\$	1,258,732	\$	8,664,571	100%	84,499
Pct of Total		50%		12%		10%		8%		4%		2%		13%		100%		
Sep 20	\$	4,073,962	\$	1,528,744	\$	916,785	\$	468,913	\$	374,972	\$	264,586	\$	2,071,479	\$	9,179,381	100%	12,049
Pct of Total		43%		16%		10%		5%		3%		2%		21%		100%		
Aug 20	\$	4,580,691	\$	1,479,490	\$	696,558	\$	383,697	\$	263,988	\$	343,485	\$	1,968,118	\$	9,718,074	100%	10,708
Pct of Total		47%		15%		7%		4%		3%		4%		20%		100%		
Pct Settled (Current)				71.1%		20.7%		26.3%		19.3%		37.1%		116.5%				
Pct Settled (Jul from Jun)				58.7%		17.8%		6.6%		15.0%		42.0%		276.2%				
Pct Settled (Jun from May)				70.1%		19.7%		47.7%		4.8%		77.1%		130.6%				

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-21
Net Accounts Receivable	\$ 4,787,978	\$ 4,025,591	\$ 3,956,034	\$ 3,777,753	\$ 3,877,097	\$ 4,279,403
Net Patient Revenue	\$ 2,863,140	\$ 2,280,206	\$ 2,700,773	\$ 2,799,928	\$ 2,867,264	\$ 3,457,110
Net Patient Rev/Day (2 month Avg)	\$ 103,376	\$ 86,898	\$ 84,279	\$ 90,226	\$ 92,912	\$ 103,863
Net Days in A/R	46	46	47	42	42	41

	31	31	30	31	30	31
	Jul-21	Aug-21	Sep-20	Oct-20	Nov-20	Dec-20
Net Accounts Receivable	\$ 4,520,929	\$ 4,713,332	\$ 5,203,983	\$ 3,458,434	\$ 2,872,894	\$ 3,420,335
Net Patient Revenue	\$ 2,659,431	\$ 3,484,951	\$ 2,549,655	\$ 2,643,191	\$ 1,850,637	\$ 3,546,182
Net Patient Rev/Day (2 month Avg)	\$ 100,513	\$ 99,103	\$ 97,200	\$ 83,756	\$ 42,638	\$ 98,040
Net Days in A/R	45	48	54	41	67	39

Pagosa Springs Medical Center - - - Gross Days Target

Medicare	33%	21	\$	99,103	\$	686,783
Medicaid	7%	35	\$	99,103	\$	242,802
Blue Cross	15%	48	\$	99,103	\$	713,541
Commercial	26%	65	\$	99,103	\$	1,674,840
Self Pay	19%	150	\$	99,103	\$	2,824,434
Total	100%				\$	6,142,400
					\$	99,103
				Gross Days in A/R Target		62

Pagosa Springs Medical Center
Revenue by Financial Class
August 31, 2021

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	61,604.54	61,604.54	0.95%
Blue Cross	34,362.45	741,199.89	775,562.34	12.00%
Champus	204.00	47,223.70	47,427.70	0.73%
Commercial Insurance	56,933.48	692,691.61	749,625.09	11.60%
Medicaid	55,661.56	962,945.07	1,018,606.63	15.76%
Medicare	360,284.00	2,133,464.43	2,493,748.43	38.59%
Medicare HMO	106,263.20	703,541.48	809,804.68	12.53%
Self Pay	-	199,492.92	199,492.92	3.09%
Self Pay - Client Billing	-	11,276.62	11,276.62	0.17%
Veterans Administration	30,616.60	178,908.79	209,525.39	3.24%
Workers Compensation	-	84,999.45	84,999.45	1.32%
Total	644,325.29	5,817,348.50	6,461,673.79	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD	12/31/16 % YTD
Auto/Liability Insurance	69,182.15	601,958.62	671,140.77	1.42%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	636,147.77	5,204,892.44	5,841,040.21	12.37%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	56,886.06	399,032.58	455,918.64	0.97%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	434,619.27	5,266,848.76	5,701,468.03	12.07%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	625,601.67	7,571,316.99	8,196,918.66	17.35%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	1,691,124.61	15,485,531.60	17,176,656.21	36.36%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	727,695.68	4,299,016.48	5,026,712.16	10.64%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	99,323.55	1,767,432.90	1,866,756.45	3.95%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	139,562.93	139,562.93	0.30%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	284,825.25	1,335,501.38	1,620,326.63	3.43%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	539,226.59	539,226.59	1.14%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	4,625,406.01	42,610,321.27	47,235,727.28	100.00%	100.00%	100.00%	100.00%	100.00%	99.97%
Blank									0.00%
HMO (Health Maint Org)									0.03%
Total					100.00%	100.00%	100.00%	100.00%	100.00%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

	August 2021
Cash Flows from operating activities	
Change in net assets	311,631
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	143,258
Patient accounts receivable	(192,403)
Accounts payable and wages payable	364,509
Accrued liabilities	127,501
Pre-paid assets	28,702
Deferred revenues	(25,134)
Other receivables	(25,276)
Reserve for third party settlement	(4,351)
Inventory	(20,581)
Net Cash Provided by (used in) operating activities	706,856
Cash Flows from investing activities	
Purchase of property and equipment	
Work in progress	(13,631)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(13,631)
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 Ref of Fund	-
Payments/Proceeds from Medicare Accelerated Payment	(153,710)
Change in Prior Year Net Assets	-
Change in leases payable	(14,190)
Net Cash Provided by (used in) financing activities	(167,900)
Net Increase(Decrease) in Cash	525,325
Cash Beginning of Month	15,819,682
Cash End of Month	16,345,007

2021						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-21	\$3,306,733.00	\$2,175,985.19	(\$1,130,747.81)	65.80%	\$ (85,619.39)	\$2,090,365.80
Feb-21	\$2,863,140.00	\$1,981,613.13	(\$881,526.87)	69.21%	\$ (257,043.01)	\$1,724,570.12
Mar-21	\$2,780,206.00	\$2,879,133.01	\$98,927.01	103.56%	\$ 71,310.04	\$2,950,443.05
Apr-21	\$2,790,766.00	\$2,691,895.54	(\$98,870.46)	96.46%	\$ 77,125.65	\$2,769,021.19
May-21	\$2,589,854.00	\$2,523,180.73	(\$66,673.27)	97.43%	\$ 15,458.38	\$2,538,639.11
Jun-21	\$2,657,247.00	\$2,833,078.95	\$175,831.95	106.62%	\$ 127,903.94	\$2,960,982.89
Jul-21	\$3,247,103.00	\$2,577,887.40	(\$669,215.60)	79.39%	\$ 174,732.94	\$2,752,620.34
Aug-21	\$2,840,653.00	\$2,837,544.05	(\$3,108.95)	99.89%	\$ (107,191.83)	\$2,730,352.22
Sep-21						
Oct-21						
Nov-21						
Dec-21						
	\$23,075,702.00	\$20,500,318.00	(\$2,575,384.00)	88.84%	\$ 16,676.72	\$20,516,994.72

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

ORAL REPORTS 3.a.vii.(b) Prepared 9/15/2021
Cash balance 17,999,434
at 12/31/20

	(1) Net Asset Change	(2) Depreciation	(3) Receivables	(4) Payables & Other Liabilities	(5) Pre-Paid Assets	(6) Deferred Revenue	(7) Third Party	(8) Inventory	(9) Equipment Purchase	(10) Lease Payables	(11) Other	Net Cash Change	Balance
January 2021 (Actual)	34,828	148,862	(1,501,107)	250,420	(106,402)	-	679,452	(12,735)	(389,294)	(14,066)	-	(910,042)	17,089,392
February 2021 (Actual)	(460,464)	152,987	788,281	(268,642)	54,847	-	(1,291,967)	6,110	(6,469)	(14,044)	-	(1,039,361)	16,050,031
March 2021 (Actual)	283,835	147,773	154,298	736,646	(64,436)	-	297,176	(5,538)	(10,078)	(14,070)	(101,863)	1,423,743	17,473,774
April 2021 (Actual)	13,708	148,271	207,462	(378,057)	91,429	-	(8,007)	2,045	(2,981)	(14,093)	(91,747)	(31,970)	17,441,804
May 2021 (Actual)	298,586	149,227	244,916	195,640	19,857	(343,558)	(2,810)	9,545	(12,414)	(14,118)	8,546,448	9,091,319	26,533,123
June 2021 (Actual)	4,967,898	144,441	(293,759)	90,483	1,292	(107,731)	(5,505)	21,645	(434,486)	(14,143)	(14,579,863)	(10,209,728)	16,323,395
July 2021 (Actual)	194,005	143,782	3,713	(800,667)	103,991	(181,951)	394,067	(29,557)	(157,048)	(14,169)	(159,878)	(503,712)	15,819,683
August 2021 (Actual)	311,631	143,258	(218,679)	492,010	28,702	(25,134)	(4,351)	(20,581)	(13,631)	(14,190)	(153,710)	525,325	16,345,008
September 2021 (Budget)	25,377	145,000	200,000	100,000	50,000	-	(100,000)	15,000	(100,000)	(14,200)	(150,000)	171,177	16,516,185
October 2021 (Budget)	39,927	145,000	200,000	100,000	50,000	-	(100,000)	(15,000)	(100,000)	(14,200)	(150,000)	155,727	16,671,912
November 2021 (Budget)	23,502	145,000	200,000	100,000	50,000	-	(100,000)	15,000	(100,000)	(14,200)	(1,905,000)	(1,585,698)	15,086,214
December 2021 (Budget)	29,064	145,000	200,000	100,000	50,000	-	(100,000)	(15,000)	(100,000)	(14,200)	(150,000)	144,864	15,231,078
Totals	5,761,897	1,758,601	185,125	717,833	329,280	(658,374)	(341,945) 981,635	(29,066)	(1,426,401)	(169,693)	(8,895,613)	(2,768,356)	15,231,078

at 12/31/21

Bond Requirements (60 days cash)

Notes:

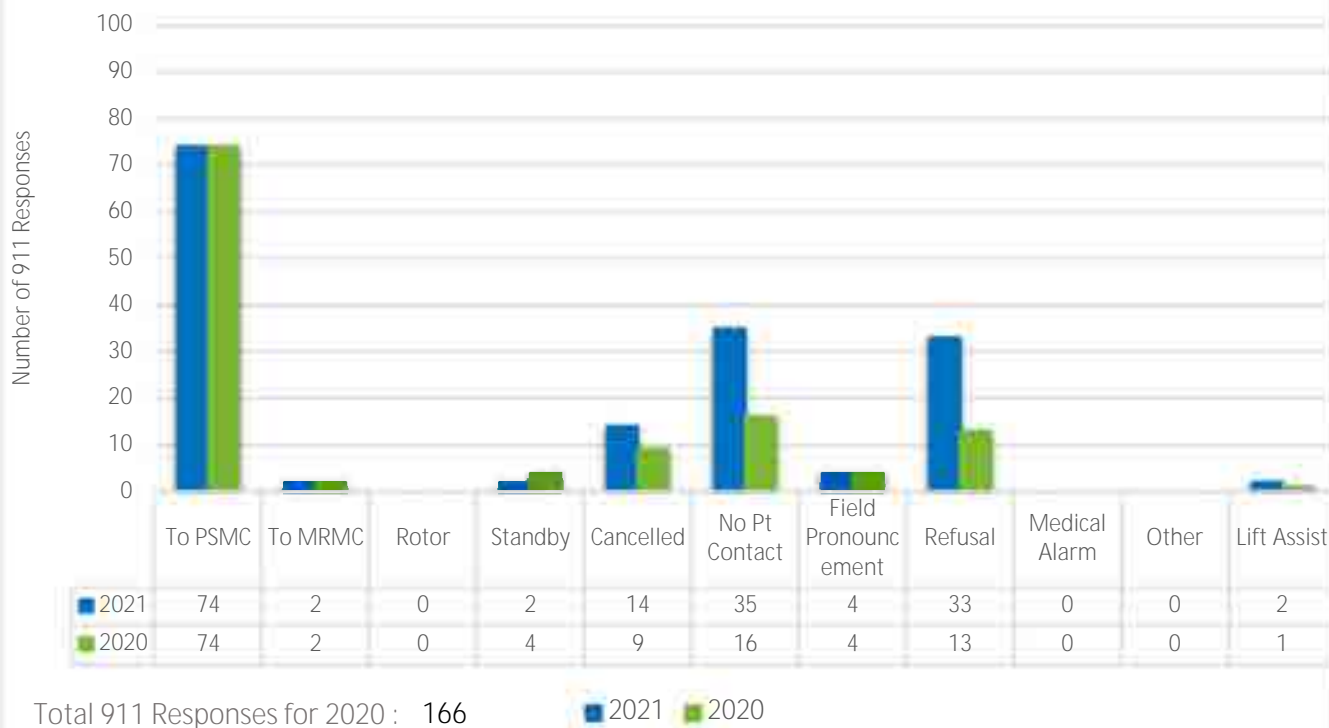
- (1) Forecast based on projected net income.
- (2) Forecast is based on the budgeted depreciation expense.
- (3) Based on projected changes in receivables.
- (4) Based on projected changes in payables and liabilities.
- (5) Based on projected changes in prepaids.
- (6) Based on projected deferred revenues.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



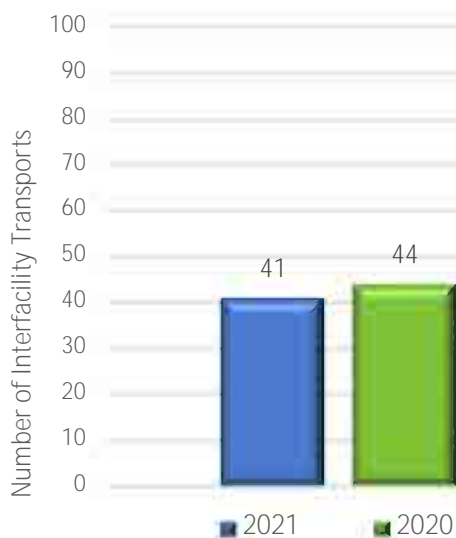
Operations Report for July 2021

EMS: July

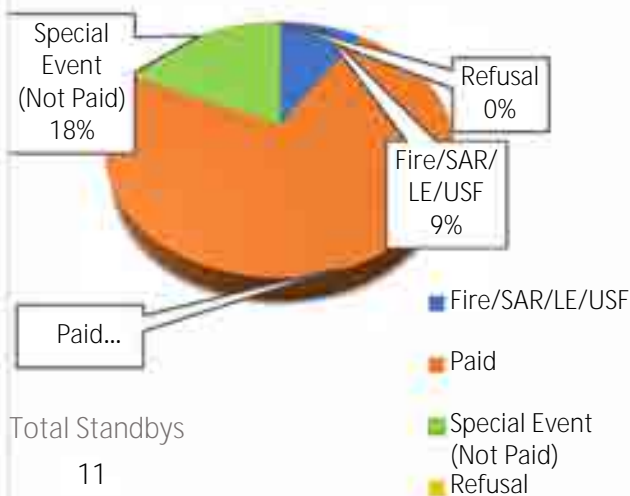
EMS 911 Response



Total Interfacility Transports

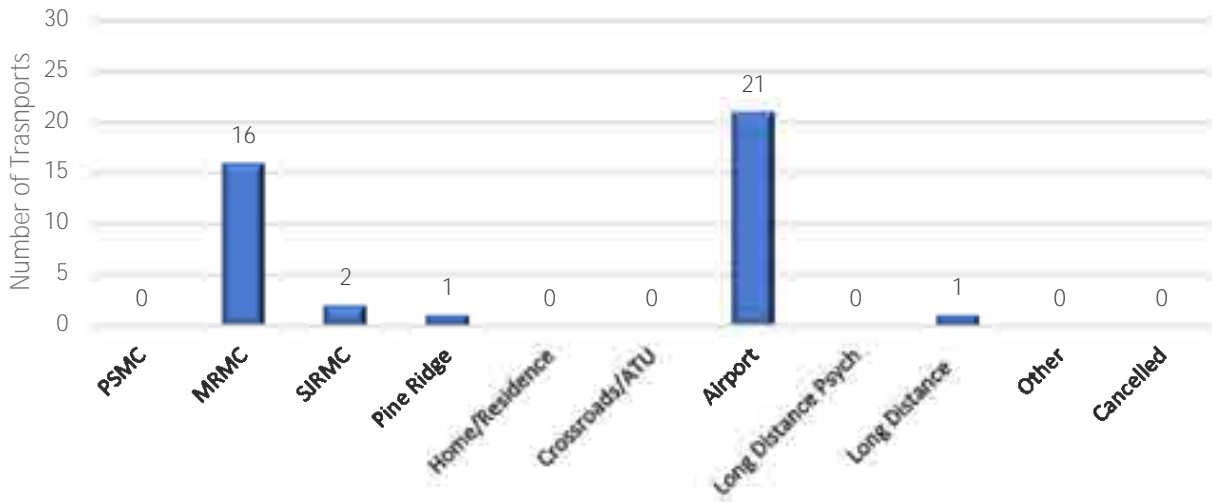


Breakdown of EMS Standbys



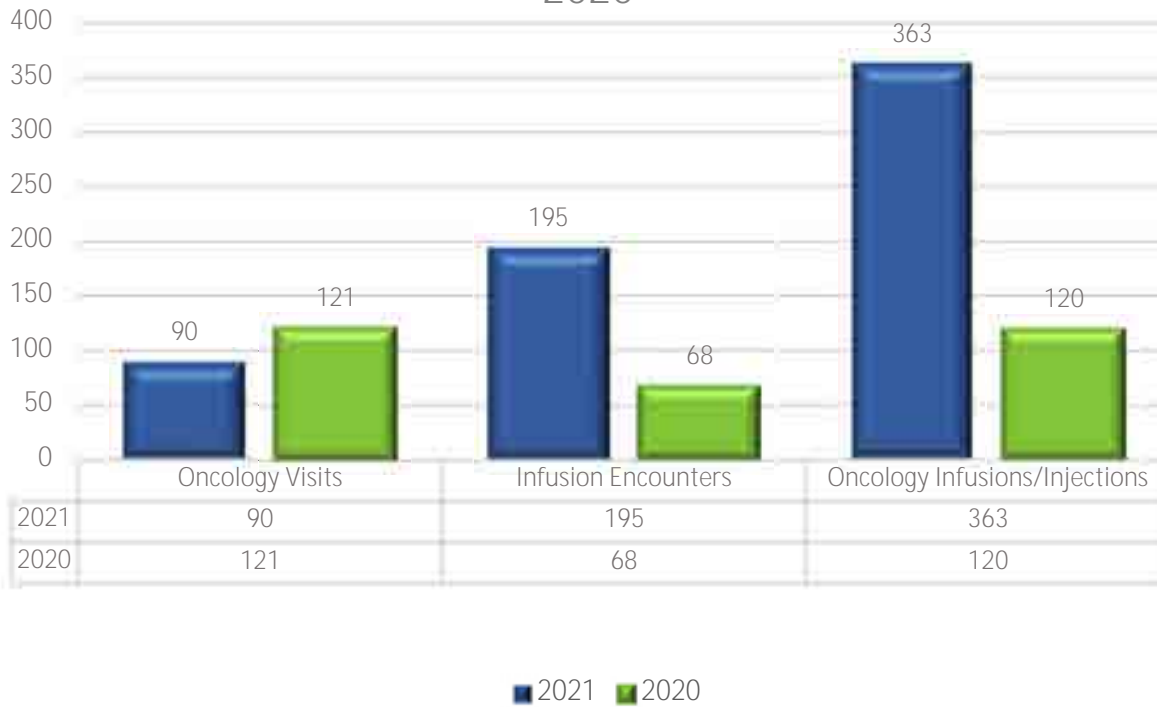
EMS: July

Interfacility Transports by Destination

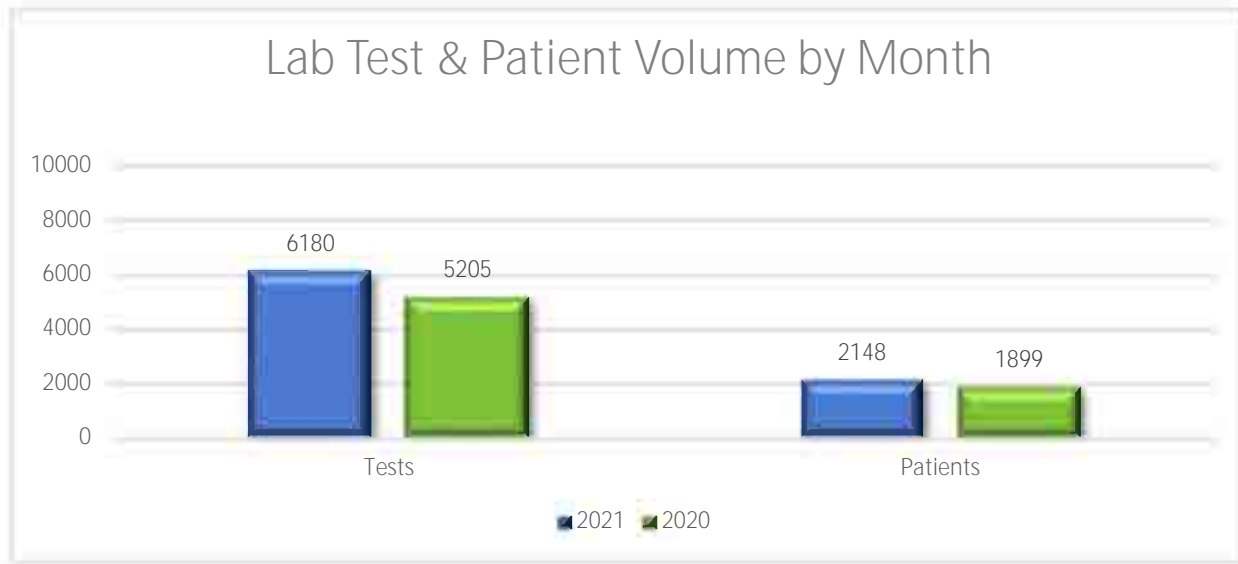


Oncology/Infusion: July

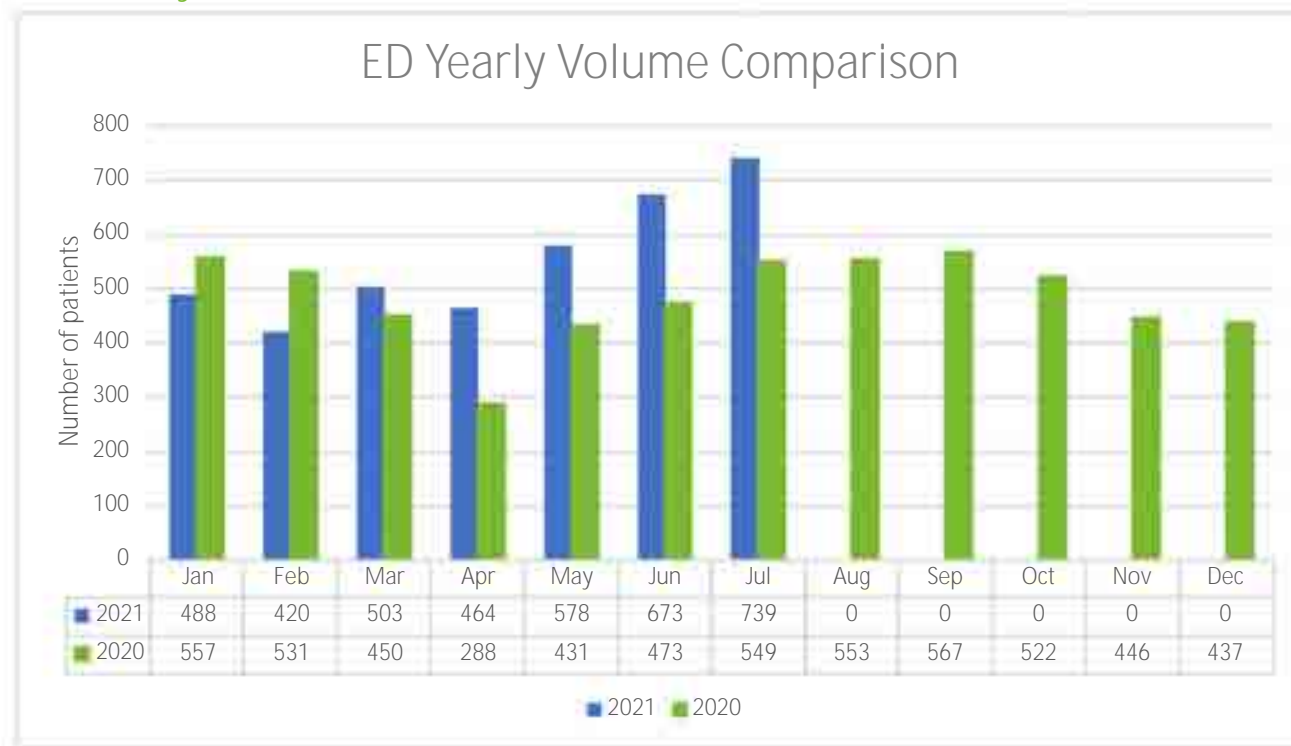
Oncology/Infusion Monthly Comparison 2021 to 2020



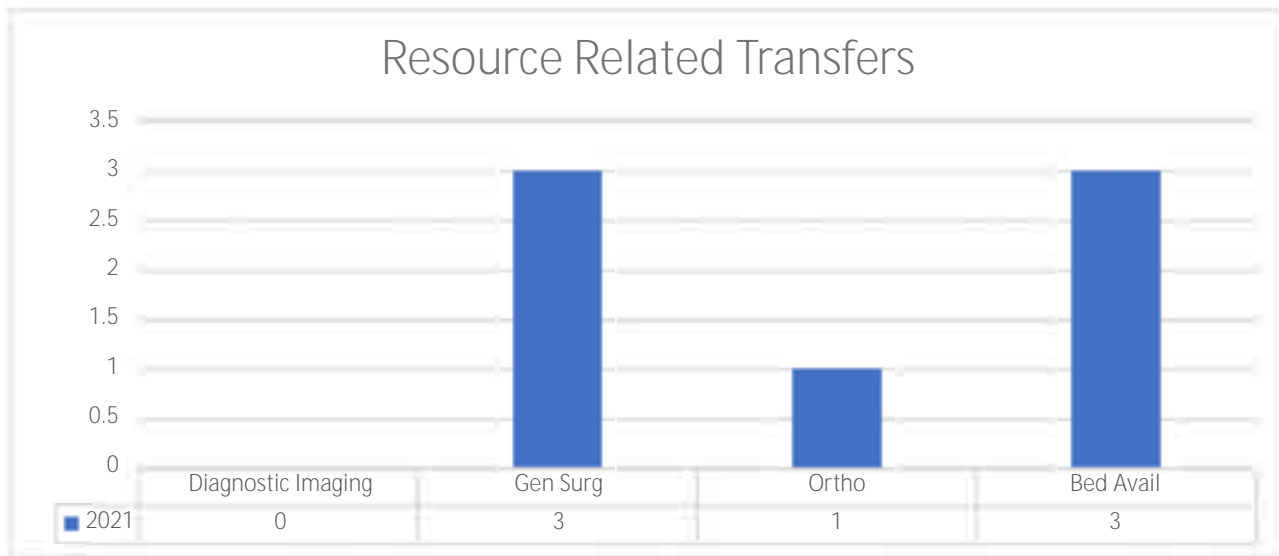
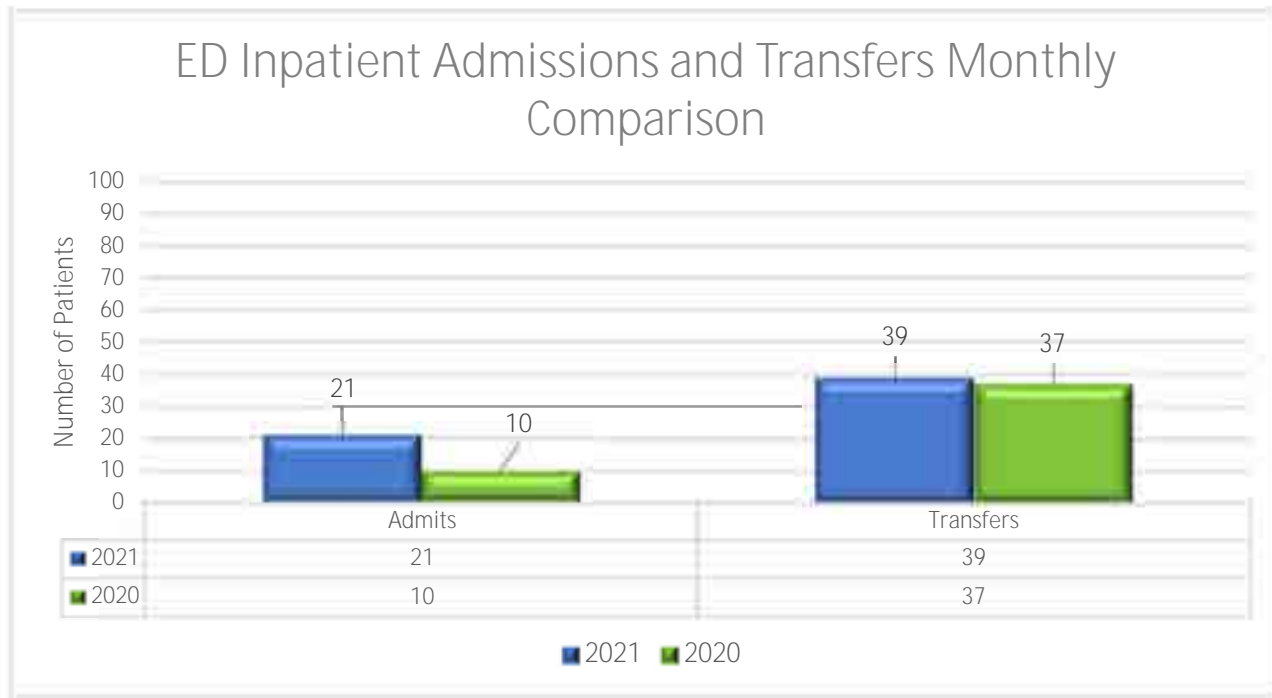
Lab: July



ED: July



ED: July



Average Daily Census

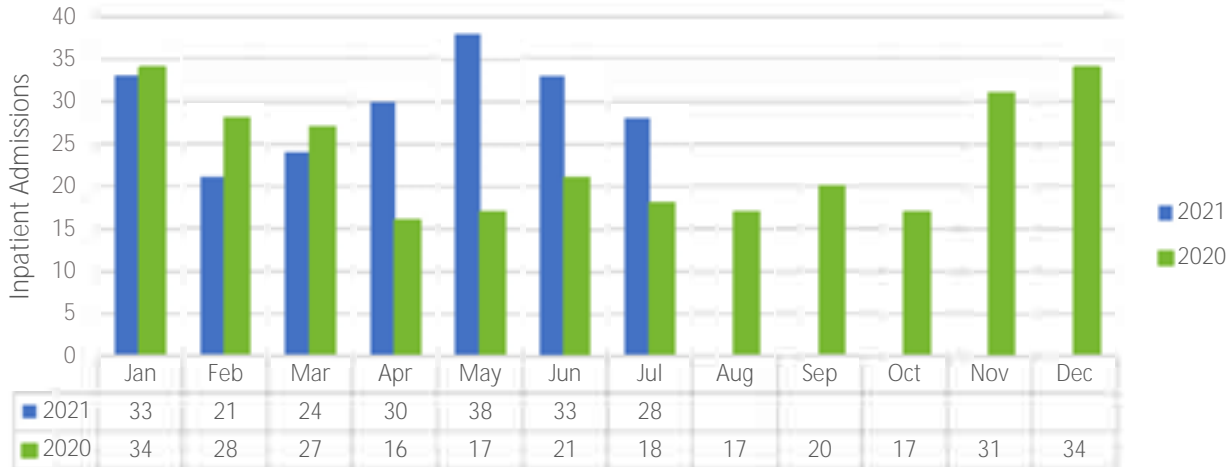
23.8

Average Length of Stay (in hours)

2.4

Inpatient : July

Inpatient Admission Comparison



Average Daily Census

3.5

Average Length of Stay (in days)

2.1

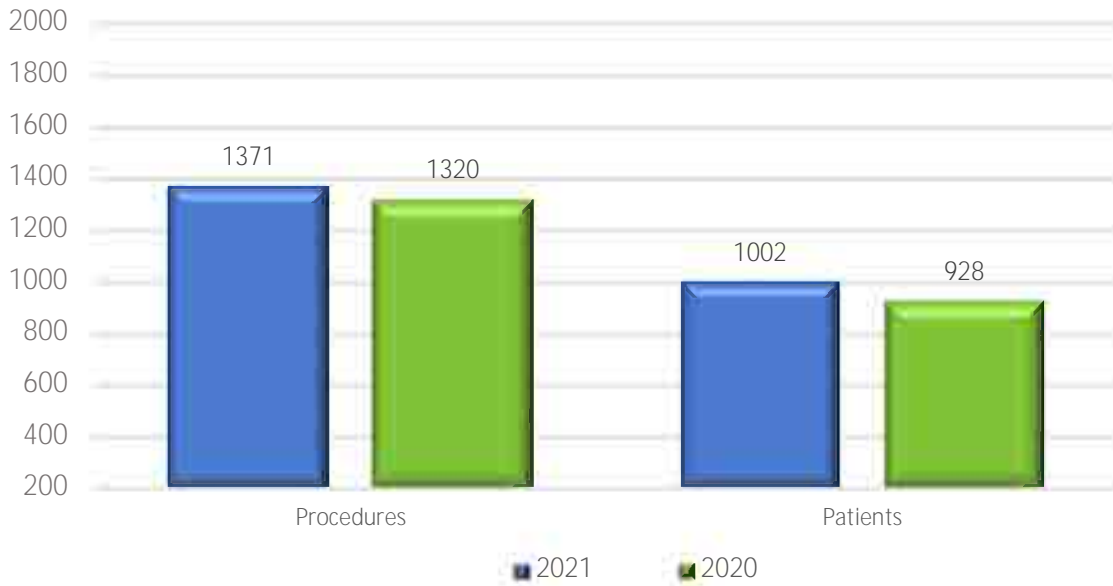


COVID-19 Patients
Hospitalized at PSMC

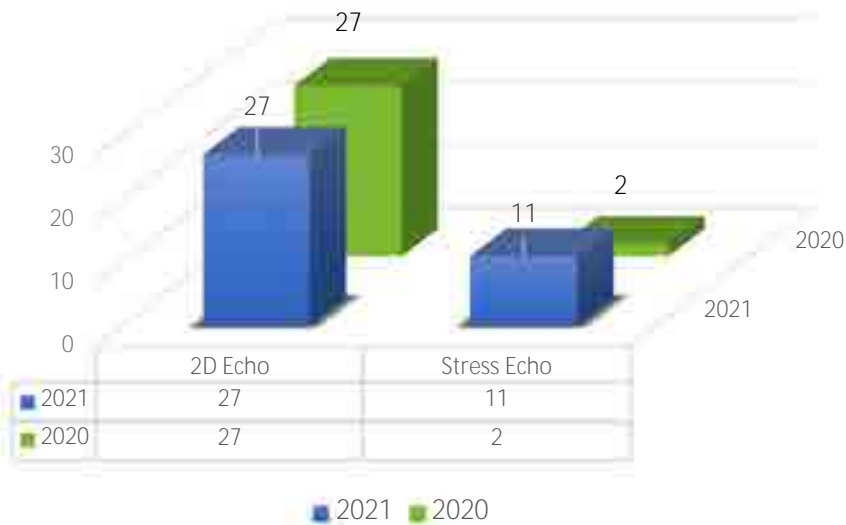
5

Diagnostic Imaging: July

Diagnostic Imaging Stats by Month

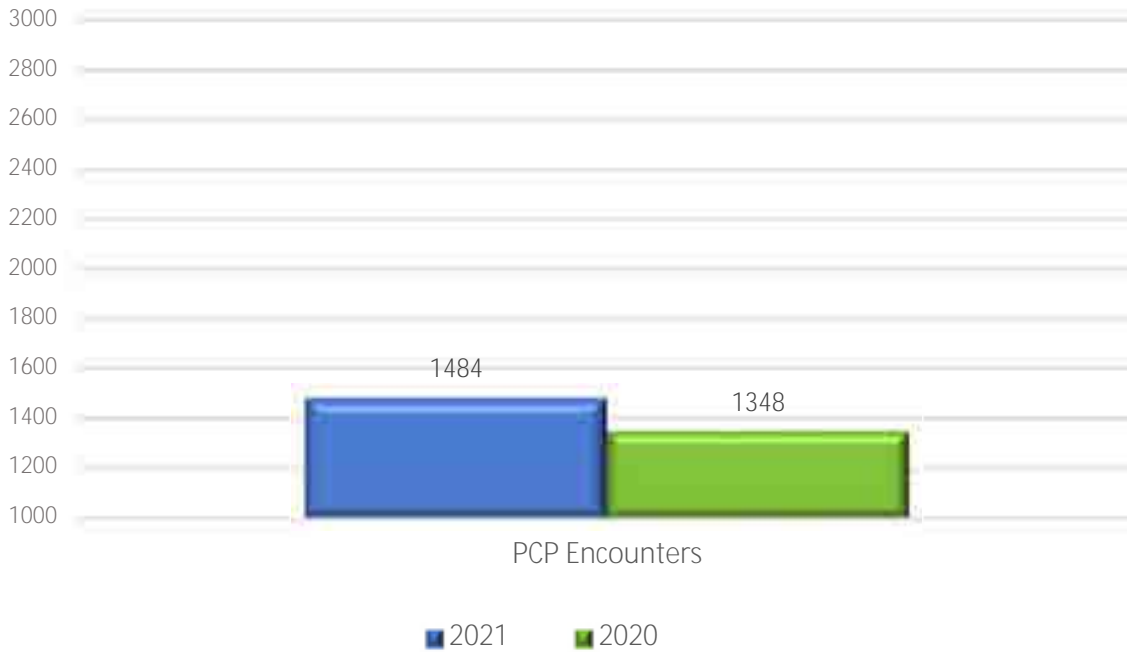


Cardiology 2D Echo & Stress by Month

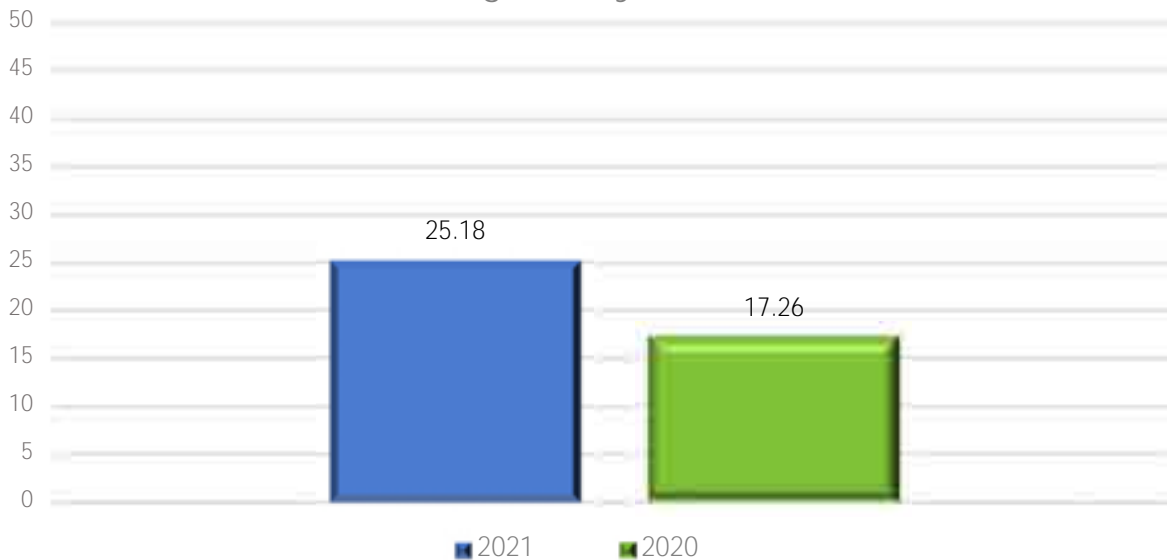


Clinic: July

Rural Health Clinic Encounters by Month

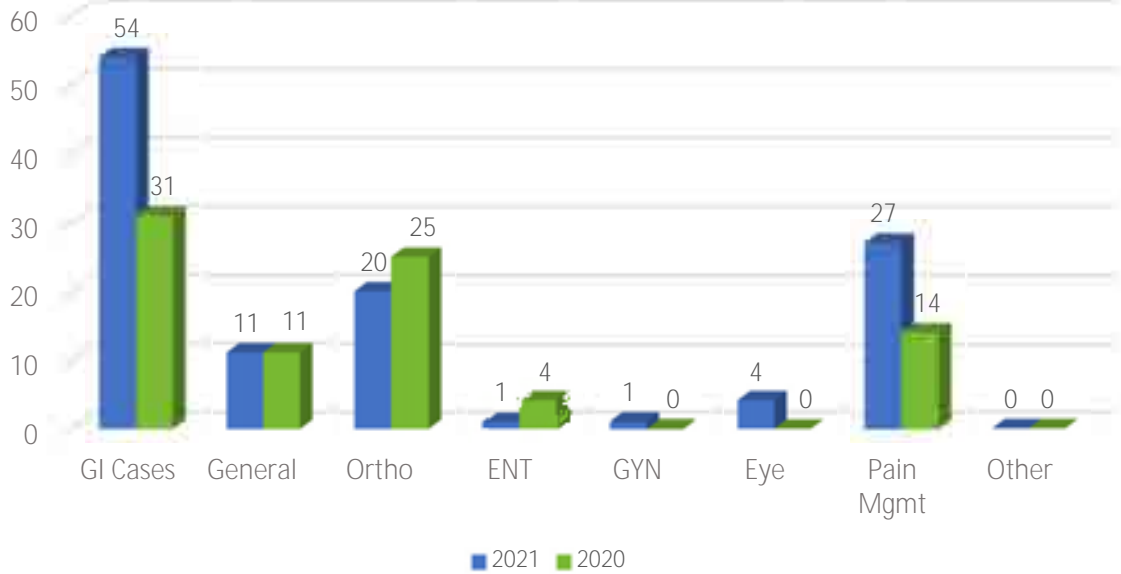


Average Daily Walk-Ins



Surgery

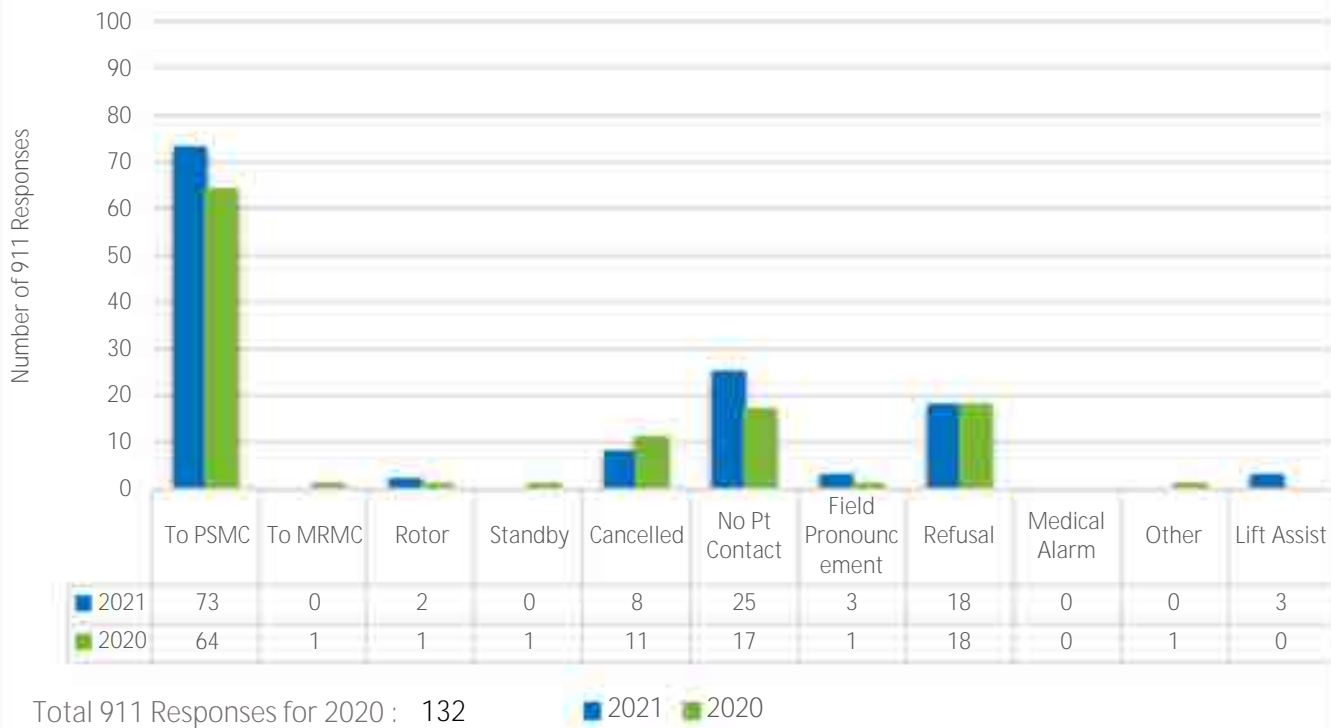
Surgery Cases by Month
2021 compared to 2020



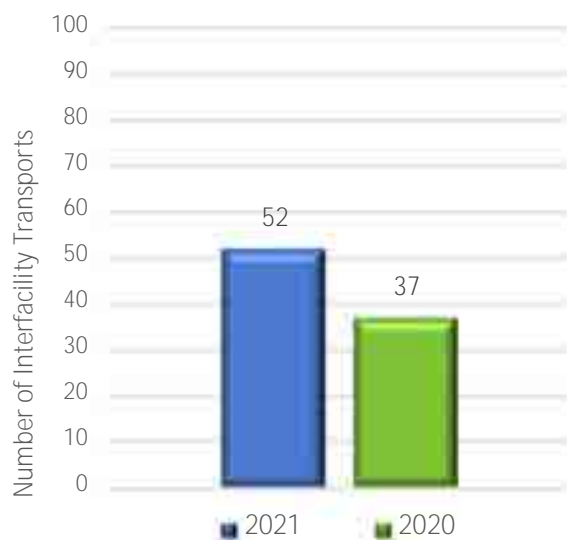
Operations Report for August 2021

EMS: August

EMS 911 Response



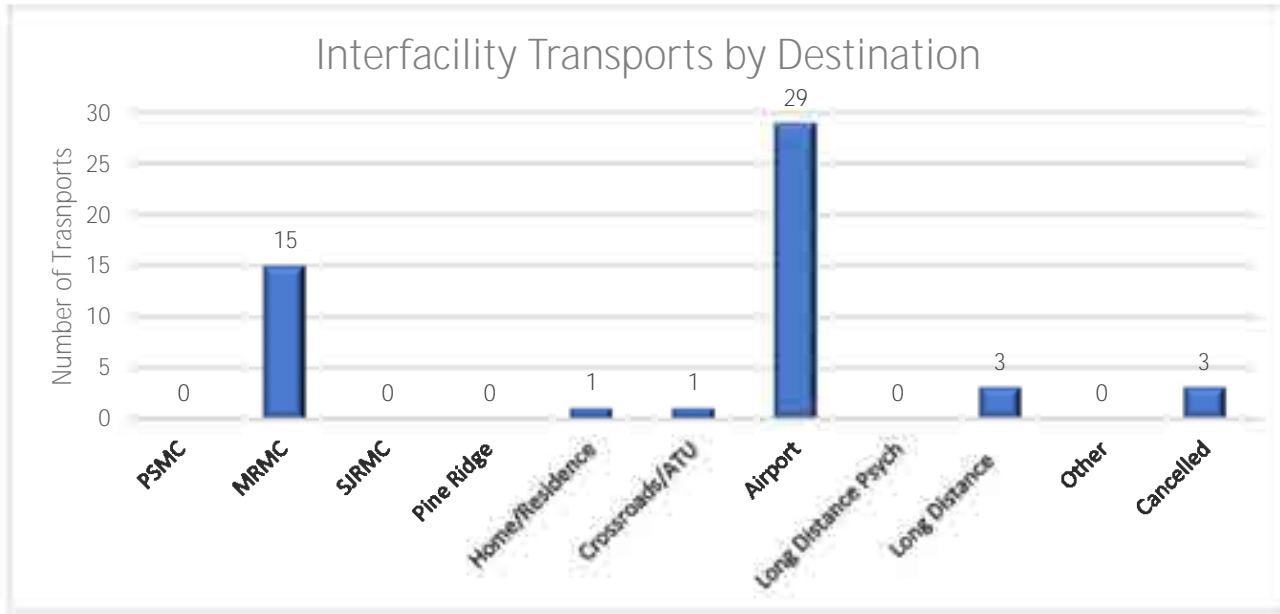
Total Interfacility Transports



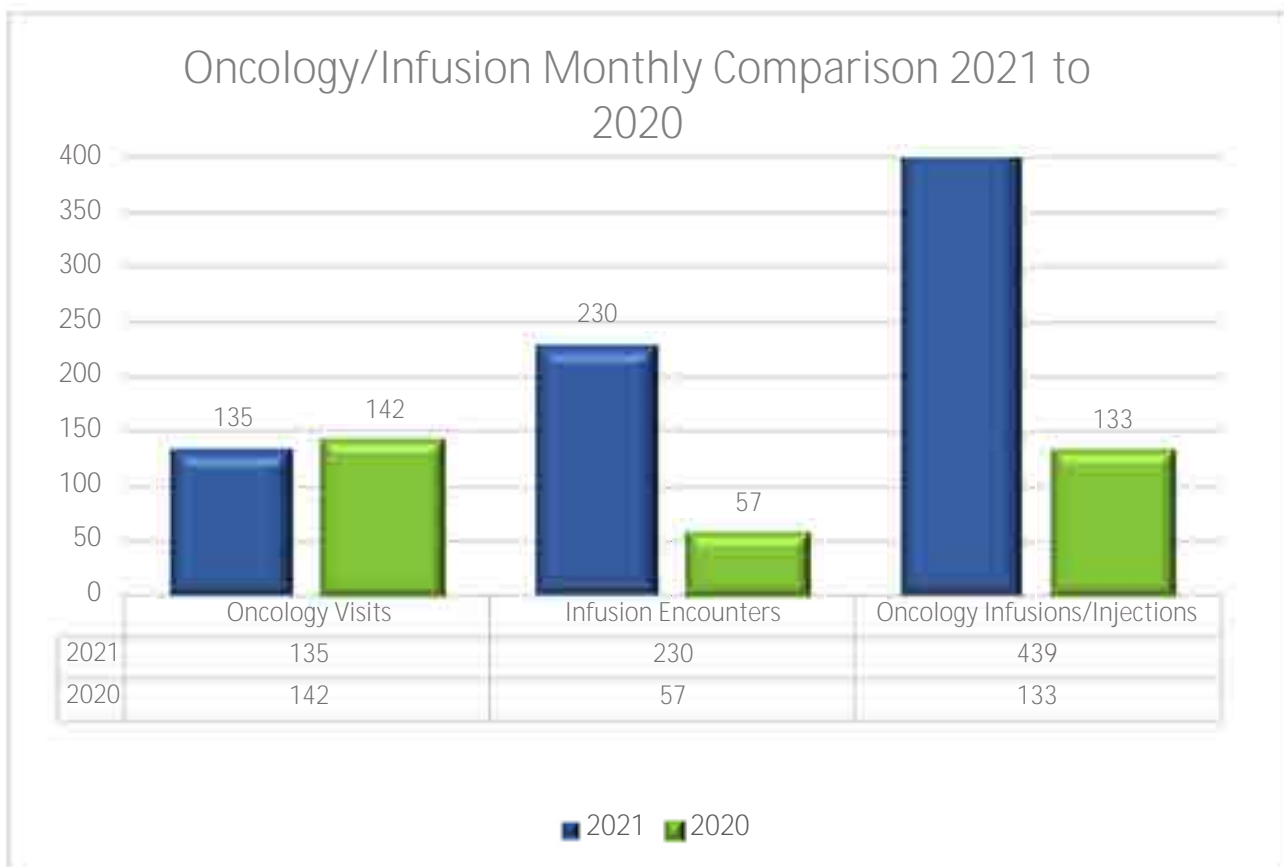
Breakdown of EMS Standbys



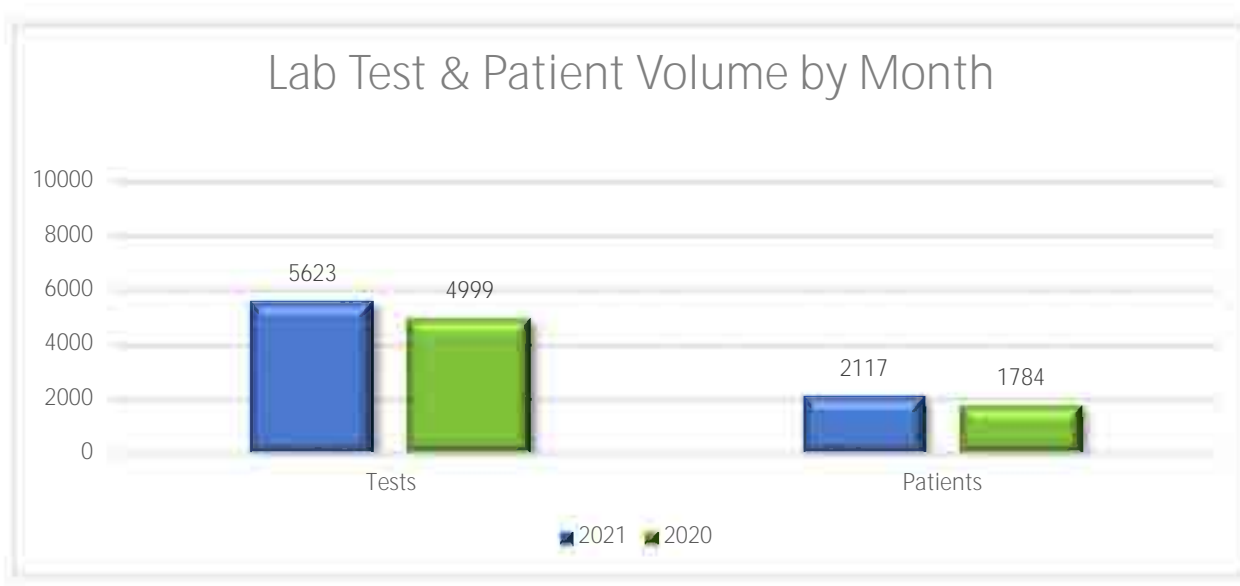
EMS: August



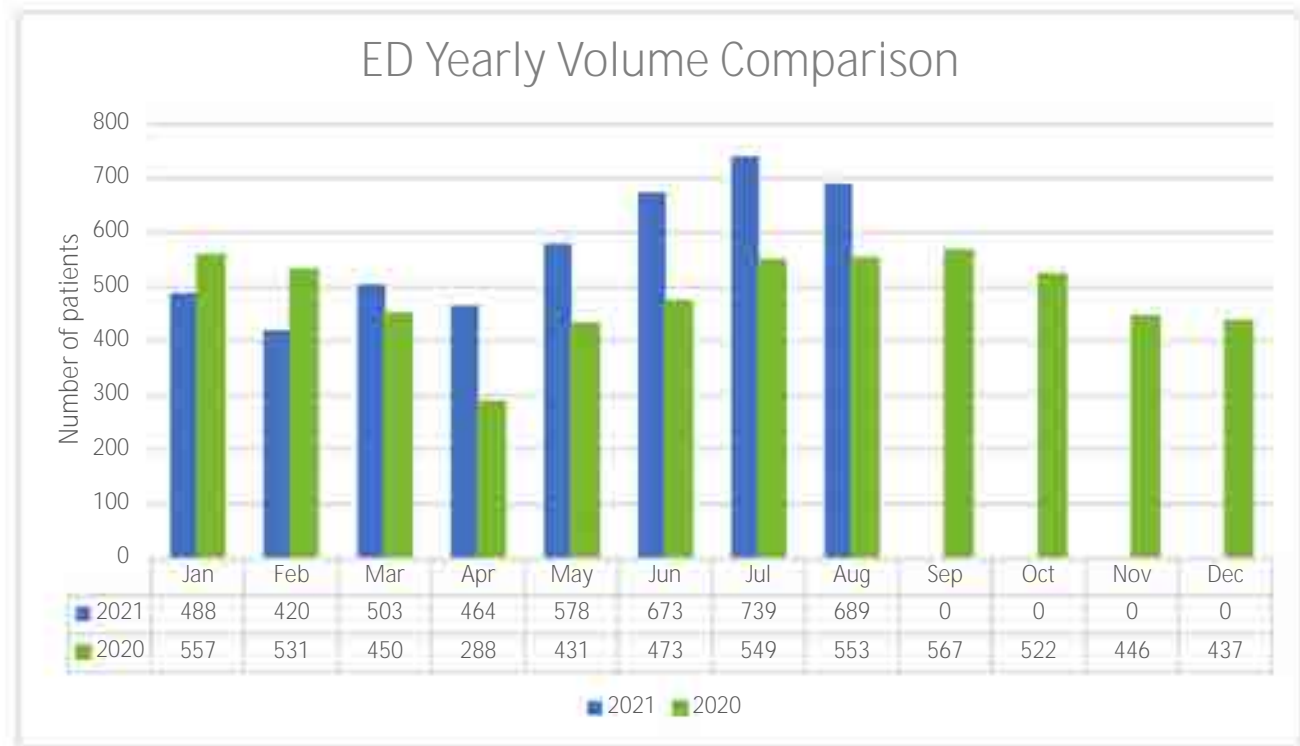
Oncology/Infusion: August



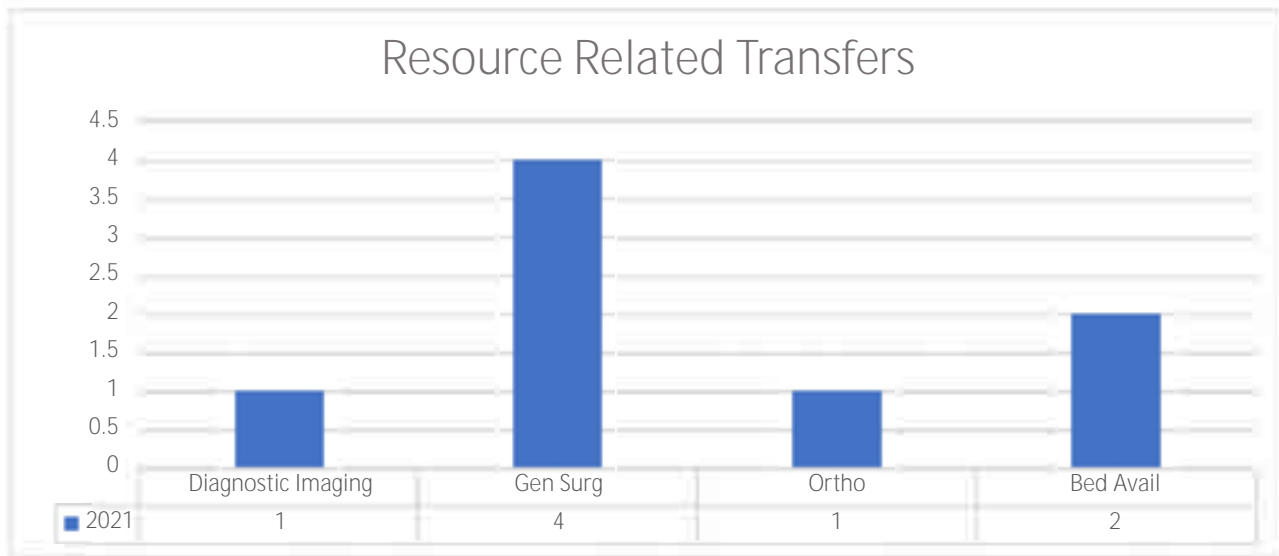
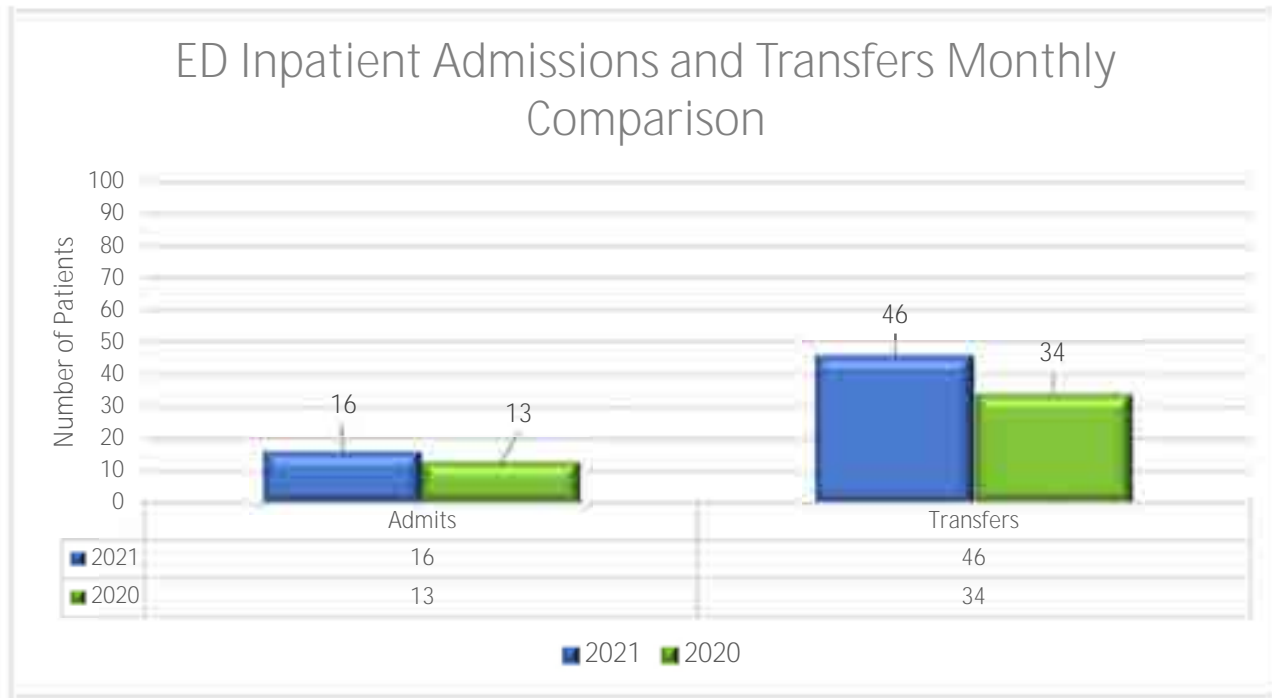
Lab: August



ED: August



ED: August



Average Daily Census

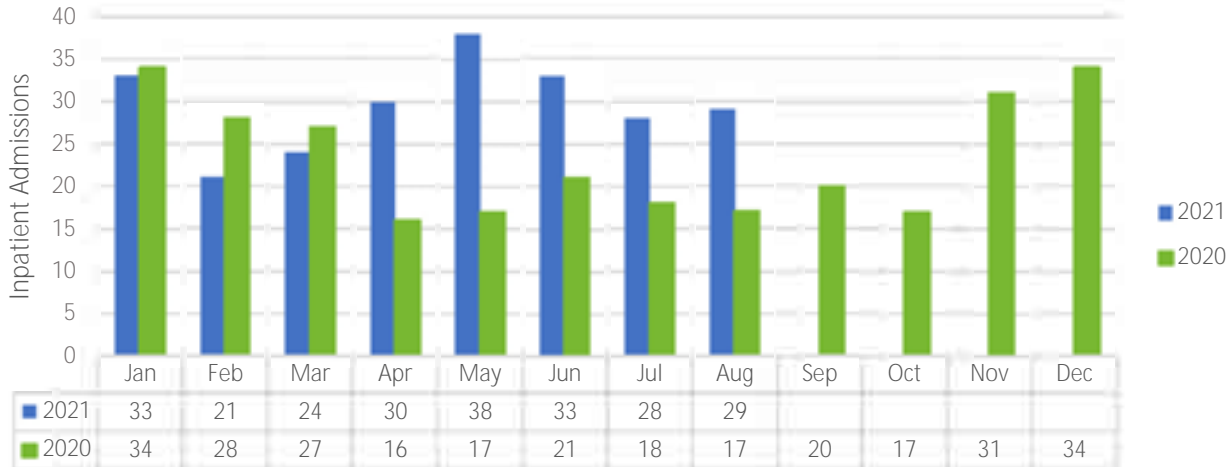
22.2

Average Length of Stay (in hours)

2.6

Inpatient : August

Inpatient Admission Comparison



Average Daily Census

3

Average Length of Stay (in days)

2.5

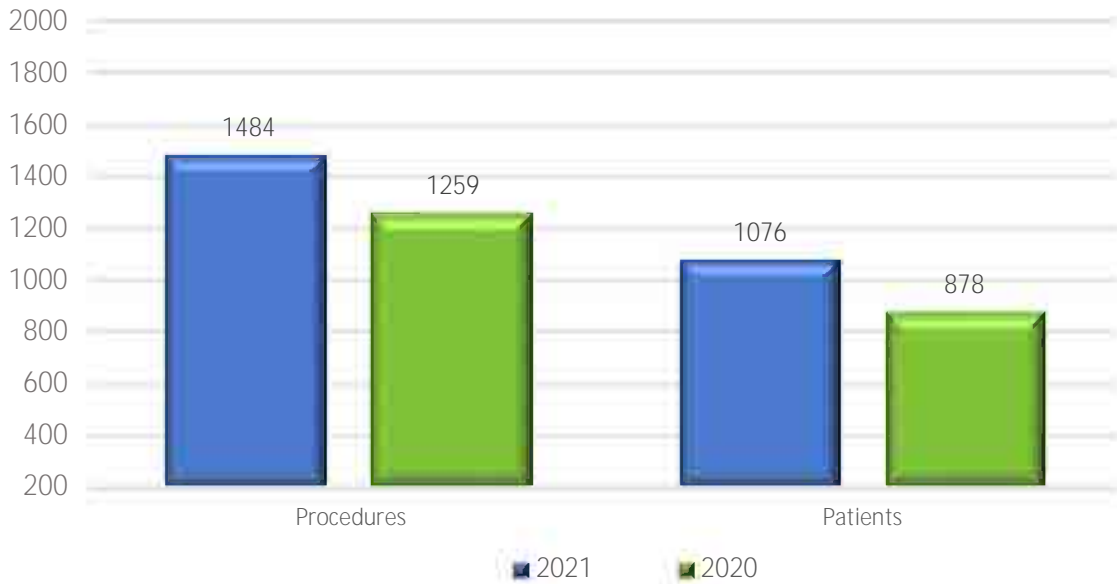


COVID-19 Patients
Hospitalized at PSMC

6

Diagnostic Imaging: August

Diagnostic Imaging Stats by Month

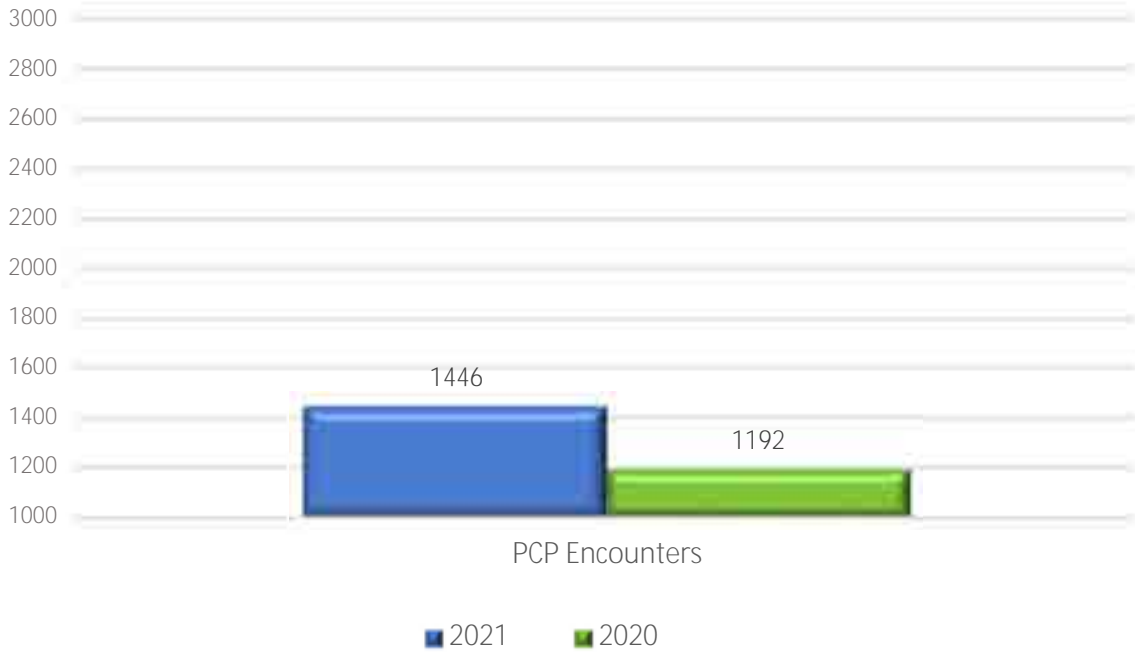


Cardiology 2D Echo & Stress by Month

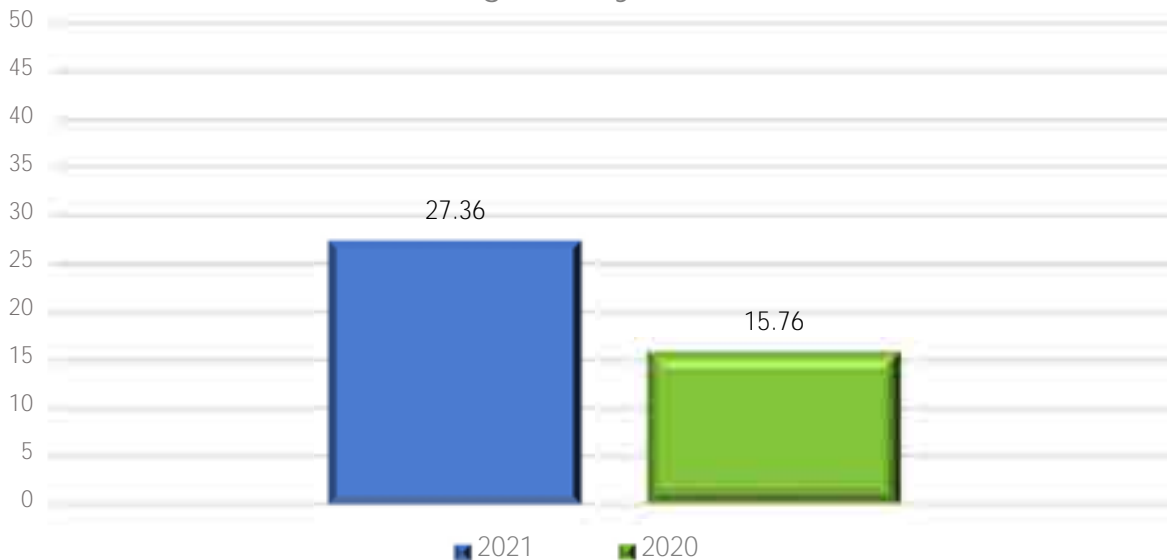


Clinic: August

Rural Health Clinic Encounters by Month

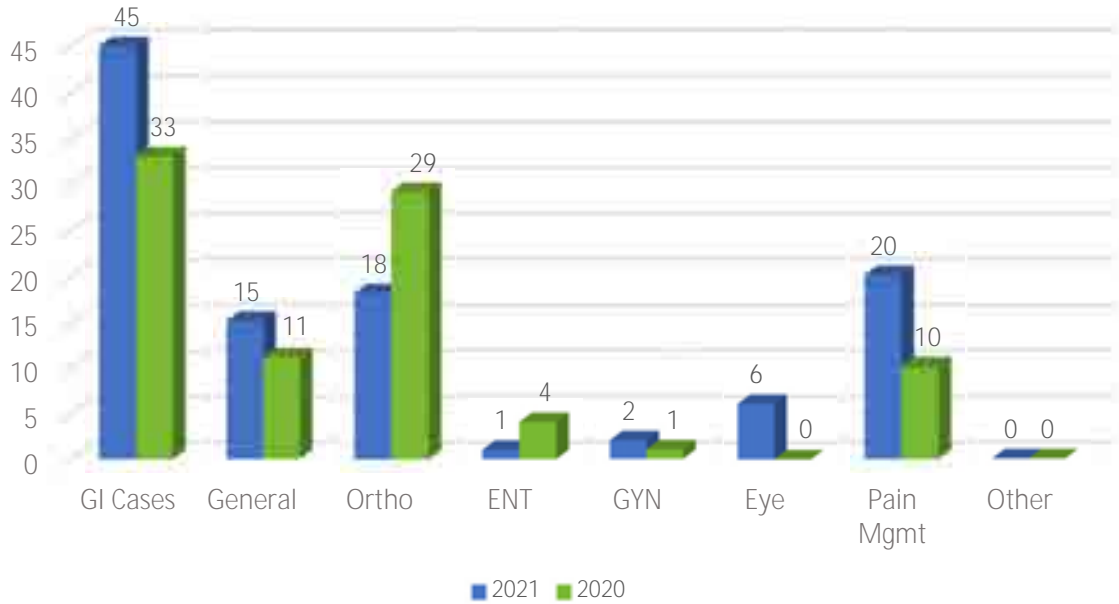


Average Daily Walk-Ins



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

September 28, 2021

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

RECOMMENDATION	DESCRIPTION
New CRNA Interventional Pain Management Privilege Addendum Form	New Privilege Form

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
John Anderson, DO	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
Courtney Dickinson, LPC	Initial Appointment	APP/Licensed Professional Counselor	Licensed Professional Counselor
Jean Michel Grillon, MD	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
Tyler Leigh, MD	Initial Appointment	Telemedicine/Teleneurology	Neurology & Sleep Medicine
Taylor Messina, LPC	Initial Appointment	APP/Licensed Professional Counselor	Licensed Professional Counselor
Jerome Swanson, MD	Initial Appointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
Maysun Ali, MD	Reappointment	Telemedicine/Teleneurology	Neurology & Vascular Neurology
Brett Bartz, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Pediatric Radiology
Joshua Borgstadt, PA-C	Reappointment	APP/Physician Assistant Family Medicine	Family Medicine
John Brach, MD	Reappointment	Courtesy/Ophthalmology	Ophthalmology
Richard Coursey, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
William Eckhart, MD	Reappointment	Telemedicine/Teleneurology	Neurology
Tyler Green, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
Corinne Reed, DO	Reappointment	Active/Family Medicine, Hospitalist, Osteopathic Manipulative Medicine	Family Medicine
Aaron Singh, PA-C	Reappointment	APP/Physician Assistant Family Medicine	Family Medicine
William Webb, MD	Reappointment	Active/Orthopedics	Orthopaedic Surgery
Brian Smith, CRNA	Additional Privileges	APP/CRNA Interventional Pain Management	Certified Registered Nurse Anesthetist/Nonsurgical Pain Management Certified

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 18
Courtesy: 21
Telemedicine: 121
Advanced Practice Providers: 17
Honorary: 1
Total: 178



**Certified Registered Nurse Anesthetist
(CRNA) Interventional Pain Management**
Clinical Privileges Addendum

Name: _____

Requests for Interventional Pain Management privileges in the specialty of CRNA will be processed according to the Medical Staff Bylaws. The Hospital Board will grant such privileges based upon the recommendation of the Medical Staff. This privilege request is for providers who already hold privileges at Pagosa Springs Medical Center in the specialty of CRNA.

To be eligible to apply for privileges in Interventional Pain Management, applicants must meet each of the following minimum threshold criteria (in addition to existing requirements for CRNA privileges):

- Completion of an anesthesiology pain educational program that is approved by the American Academy of Nurse Anesthetists, i.e. National Anesthesiology Pain Educational Seminar (NAPES), Jack Neary Advanced Pain Management Workshops, Maverick Regional Anesthesia Education, or equivalent training as determined acceptable by the Medical Executive Committee.
- Demonstration of ability and experience in the field of pain management by providing at least fifteen (15) pain management evaluations and ten (10) invasive pain management procedures in the past 24 months. Any CRNA applying for initial or additional privileges is required to provide documentation of competency in the form of procedure/case logs or, if they have not had prior experience, by being proctored for the procedure with a satisfactory number of successful outcomes (as determined by the proctoring provider) before the privilege will be granted.
- Continuing Education: a minimum of 10 hours in pain management at reappointment
- Special Privileges: certain privileges require additional education and training and are noted as such in the listing below.

The following delineation of privileges consists of those privileges/procedures currently available to CRNAs practicing Interventional Pain Management. Should an applicant wish to perform a privilege/procedure not listed below, he/she should submit a written request to the Chief of Staff.

The following privileges/procedures are those generally associated with an accredited nurse anesthetist interventional pain management training program, and such other procedures that are extensions of the same techniques and skills. These listings are not intended to be all-inclusive.

Please indicate which privileges you are requesting by placing an "X" in front of the desired privilege.

Requested	Privilege
	<i>CRNA Pain Management privileges include pre-procedural assessments and patient evaluations, develop and implement a pain management plan, request consultations and diagnostic studies, obtain informed consent for pain management procedures, procedural medication and fluids (selecting, ordering, obtaining, and administering), instruct and teach patients, and post-procedural care and follow-up.</i>
	General Pain Management:
	• Epidural and peripheral continuous catheter infusions
	• Trigger point injections
	• Joint Aspirations/Injections
	• Diagnostic blocks of sensory nerves
	• Radiofrequency Ablation (RFA)
	Lower Extremities (regional)
	• Spinal injection
	• Epidural injection
	• Caudal injections
	• Metatarsal injections
	• Nerves at the ankle
	• Bier block
	• Field Block/Intra-articular injections
	• Femoral nerve blocks
	• Obturator nerve blocks
	• Penile nerve blocks
	• Sciatic nerve blocks
	• Facet and medial branch nerve injections
	Upper Extremities (regional)
	• Axillary injection
	• Bier block
	• Digital nerve injections
	• Field block/Intra-articular injections
	• Peripheral injections of the radial, ulnar, and medial nerves
	• Interscalene block
	Head and Neck (regional)** (Special Training Required for Cervical Injections or Cervical RFA)
	• Intraoral mandibular blocks
	• Extraoral mandibular blocks
	• Mental nerve block
	• Cervical epidural injections
	• Supra/infraorbital injections
	• Facet and medial branch nerve blocks/RFA
	• Sphenopalatine ganglion block
	Thorax and Abdomen (regional)

	• Thoracic epidural injection
	• Intercostal nerve blocks
	• Ilioinguinal/iliohypogastric/femoral nerve blocks
	• Celiac plexus block (with image guidance)
	• Facet and medial branch nerve blocks/RFA
	Ganglion Injection Techniques
	• Lumbar sympathetic block
	• Stellate ganglion block
	• Hypogastric/ganglion impar block
	• Pulsed radiofrequency of dorsal root ganglion
	Other
	• Local infiltration
	• Periocular block
	• Intracapsular
	• Intralaminar Epidural Steroid Injection
	• Transforaminal Epidural Steroid Injection
	• Caudal Injection
	• Sacroiliac Joint Injection
	• Facet Joint Injection
	• Moderate Sedation
	• Fluoroscopic Guidance* (Special training required for Fluoroscopic procedures)
	• Ultrasound Imaging
	• CT Guidance

*Use of Fluoroscopy for any privilege requires: completion of 40 hr. training, ARRT exam & State of Colorado X-ray Fluoroscopy Operation Registration – or – if provider is completing the training and examination process, then direct supervision of fluoroscopy use by a qualified person as determined by CDPHE.

**Cervical Injection Training Requirements: completion of fellowship in accredited Advanced Pain Management Training Program; proctoring for a minimum of 5 procedures; frequency of 10-20 procedures to be performed annually.

Acknowledgement of Practitioner: I have requested only those specific privileges for which, by education, training, current experience, and demonstrated performance I am qualified to perform and which I expect to exercise at Pagosa Springs Medical Center. I attest by signature that I have met the minimum criteria for procedures/diagnoses management as stated in the criteria and have provided documentation if specifically requested. Documentation of minimum procedures performed may be fulfilled from other facilities/hospital affiliations. I understand that in exercising nurse anesthetist pain management privileges granted, I am constrained by Pagosa Springs Medical Staff Bylaws and Rules. I understand that performing procedures outside the scope of privileges granted to me may result in immediate suspension and/or loss of privileges, and that any restriction on the emergency care privileges granted to me is waived in an emergency situation and that in such situations my actions are governed by the applicable section of the Medical Staff Bylaws.

Practitioner signature: _____ Date: _____

Printed Name: _____

Medical Staff Action

- ☐ Recommend all requested privileges.
- ☐ Recommend privileges with the following conditions/modifications/deletions (must complete if provisional privileges are granted):

Medical Staff Approval Date: _____

Hospital Board Approval Date: _____

**UPPER SAN JUAN HEALTH SERVICE DISTRICT
D/B/A PAGOSA SPRINGS MEDICAL CENTER
Formal Written Resolution 2021-15
September 28, 2021**

WHEREAS, the Board's Strategic Planning Committee met many times between July 2020 and April 2021 to review the past strategic plans of the Upper San Juan Health Service District ("USJHSD"), to receive input from stakeholders for a new strategic plan, and to prepare a draft 2021-2023 Strategic Plan;

WHEREAS, on April 13, 2021, the Board of Directors held a facilitated strategic planning work session to assess the draft 2021-2023 Strategic Plan;

WHEREAS, during the summer of 2021, the Board's Strategic Planning Committee presented the draft 2021-2023 Strategic Plan to the following community institutions: The Town of Pagosa Springs, Archuleta County, Archuleta School District #50 JT, the Pagosa Springs Area Chamber of Commerce, Pagosa Springs Rotary Club, Pagosa Lakes Property Owners Association, and the Pagosa Springs Community Development Corporation.

WHEREAS, on September 16, 2021, the Board's Strategic Planning Committee held, via Zoom, a public meeting on the draft 2021-2023 Strategic Plan; and

WHEREAS, since the work session on April 13, 2021, the following has been added to the draft 2021-2023 Strategic Plan: (1) page 4, Tactic: Evaluate workforce housing opportunities for PSMC and as community partnership; and (2) page 12, Community Relationships: In 2021, 2022, and 2023, consistent with Resolution 2021-13, meet with community anchor institutions to evaluate and coordinate efforts to address the workforce housing crisis in Archuleta County.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to approve the 2021-2023 Strategic Plan attached hereto.

Matt Mees, as Vice-Chairman of the Board of Directors

STRATEGIC PLAN 2021 - 2023

Charting the Course for the Future of Pagosa Springs Medical Center



Reviewed/Revised: 09/28/2021

Why We Are Here

Our

MISSION

To provide quality, compassionate healthcare and wellness for each person we serve.

Our

VISION

To build an organization passionate and committed to do the right thing for each patient every day.

Our

VALUES

Wholeness

We value the physical, spiritual and emotional aspects of all.

Integrity

We strive for transparency, consistency and clarity in our relationships

Stewardship

We work to deliver the best **value for our community's** healthcare dollar.

Excellence

We are focused on the best performance and outcome in all of our actions.

Respect

We honor, in thought and action, the worth of our patients and employees.

Who We Are

The *Pagosa Springs Medical Center* and the *Upper San Juan Health Service District* are the same entity – Pagosa Springs Medical Center (PSMC) is simply the recognized operational trade name for the Upper San Juan Health Service District (District). PSMC was formed in 1981 to support the delivery of healthcare in Archuleta County and the portions of Hinsdale and Mineral counties south of the Continental Divide.

In the 1980s, PSMC and some dedicated volunteers assumed from the County operating the ambulance and emergency medical services. Today, PSMC continues to provide the only ambulance and EMS service for our community, an 1800 square-mile service area.

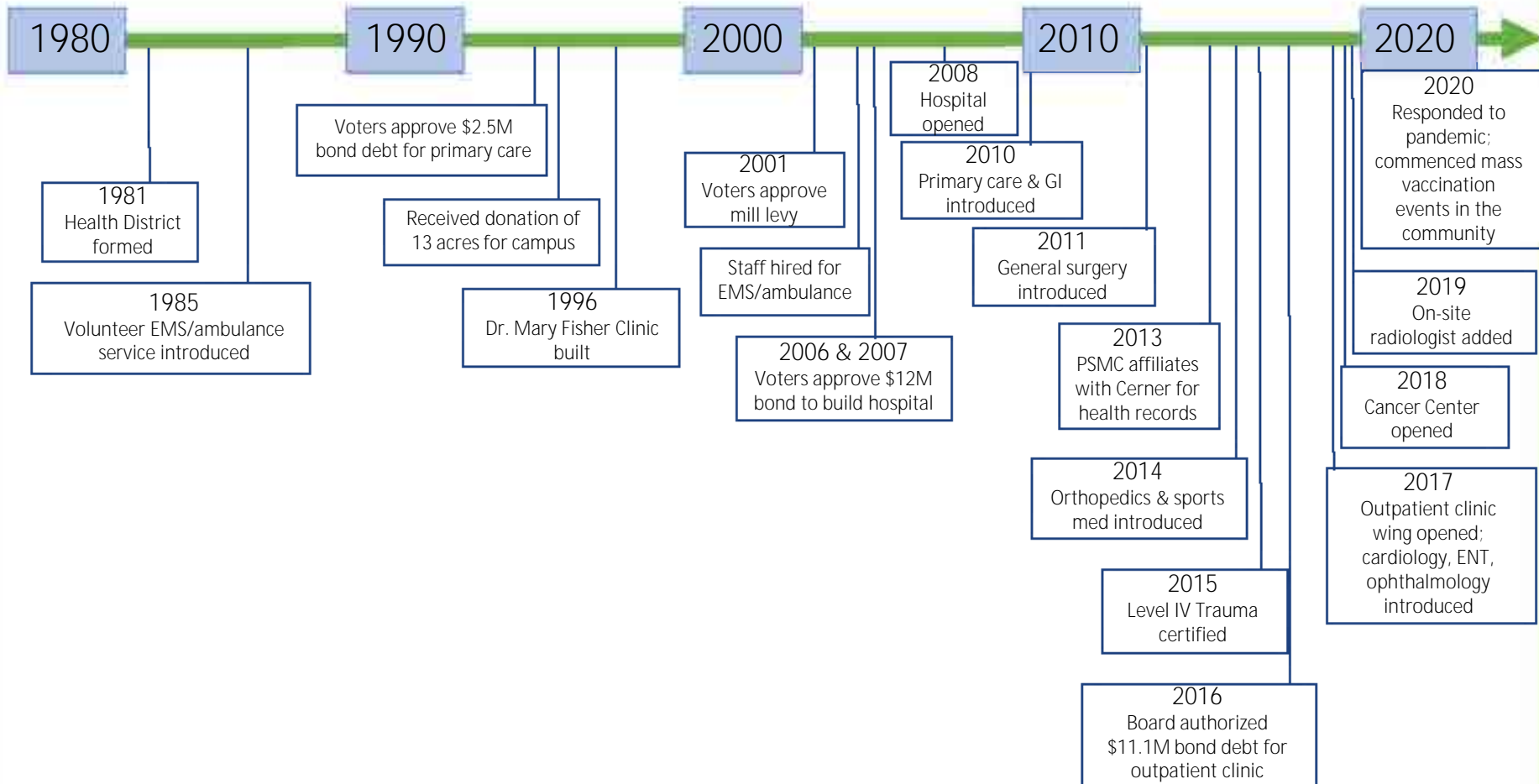
Also, in the 1980s, there was a failed ballot initiative to support construction of a hospital. In 1990s, PSMC built, through bond financing and support of local donors, a small clinic building offering primary care on a very limited basis. Today, this building is attached to the north end of the medical center and houses PSMC's Cancer Center, the board room and some administrative offices.

Between 2001-2007, donors made generous donations and the community voted to pass a mill levy and bond financing – these funds were used to construct the hospital building. In 2008, the hospital, originally named Pagosa Mountain Hospital, opened its doors providing 24/7 emergency room services, inpatient care, radiology and lab. In 2010, PSMC added its first specialty service – gastroenterology – and in the following decade expanded specialty service offerings to include general surgery, orthopedic surgery, neurology, cardiology, ear/nose/throat, oncology, ophthalmology, women's health, behavioral health and infusion/respiratory/physical therapy services.

In 2016, the District/PSMC borrowed more bond money and received more grants and donations to construct the front entrance to the medical center and the outpatient clinic wing that is attached to the south side of the hospital building. The outpatient clinic building has allowed the District/PSMC to expand and maintain a steady staff of primary care physicians and providers to care for the community. In addition, all specialists are available for patients in the outpatient clinic except for the oncology team who, since 2018, provide services in PSMC's Cancer Center.

While Pagosa Springs Medical Center is still very young, its services, staff, equipment and facilities have expanded significantly over the past decade in an effort to best meet the needs of our community.

How We Got Here



Where Are We Going?

PSMC will be the provider of choice in the region.

Patients will choose PSMC for our:

- Exceptional patient and customer service;
- Experienced physicians, other providers and staff;
- Timely, efficient patient care; and
- Community partnerships.

How Will We Get There?

QUALITY & PATIENT SAFETY

Strategy: Improve patient outcomes.

- Tactic: Focus on preventative care and wellness, management of chronic disease, and community health.
- Tactic: Integrate care teams to address patient's medical, social, behavioral health needs.
- Tactic: Maximize our participation in State and federal healthcare quality programs.
- Tactic: Continue to foster relationships with outside providers.

CULTURE & TALENT

Strategy: Create an inclusive culture for patients and staff.

- Tactic: Train staff in service excellence.
- Tactic: Focus on positive employee experience; create opportunities for autonomy or advancement; update the employee compensation plan; attract/retain the right staff.

STRATEGIC GROWTH

Strategy: Achieve the right service offerings to meet the needs of our region.

- Tactic: Obtain updated market data and assess new or existing service lines for growth and/or efficiency opportunities.
- Tactic: Increase the efficiency & effectiveness in delivery of care; reduce avoidable hospital use.
- Tactic: Increase the use of technology to enhance patient care and communication.
- Tactic: Increase access to care for area businesses and their staff.
- Tactic: Implement cost-management opportunities.

FINANCIAL SUSTAINABILITY

Strategy: Accelerate PSMC's financial sustainability.

- Tactic: Achieve budgeted net income annually.
- Tactic: Refinance 2006 bonds for lower interest rate and reduced expense.
- Tactic: Develop a long-range capital improvement plan.
- Tactic: Evaluate whether to pursue increased property tax funding via increased mill levy.

COMMUNITY RELATIONSHIPS

Strategy: Strengthen PSMC's value in the community.

- Tactic: Enhance coordination of emergency preparedness with applicable governmental entities.
- Tactic: Improve public information program about PSMC.
- Tactic: Continue community engagement.
- Tactic: Evaluate workforce housing opportunities for PSMC and as community partnership.

Hospital Transformation Program

One of the activities that the hospital is working hard on is the Hospital Transformation Program. This is a joint effort with the state to improve care while controlling costs.

We have five initiatives related to this program:

1. Provide Medication Assisted Treatment in our clinic for persons struggling with opioid dependency.
2. Provide Care Coordination for patients with serious chronic health conditions. This includes prompt follow-up visits in the clinic for emergency department and inpatient stays.
3. Screen for and provide assistance to patients with social needs that impact their health.
4. Provide behavioral health services and follow-up for patients seen in the emergency department for mental health and substance use disorders.
5. Facilitate wellness visits for patients of all ages.

We will be implementing these programs over the next 2 years and hope to be fully operational on all projects by the end of 2023. The program lasts for six years and our Medicaid payment will be impacted by how successful we are.

We would love to hear from you about how you think these programs will impact the community. The project lead is Anita Hooton, Director of Clinical Value. She can be reached at 970-5073809 or at anita.hooton@psmedicalcenter.org

SPECIFIC IMPLEMENTATION OBJECTIVES

(Intended for the Board and staff)

Quality & Patient Safety

- By the end of 2022, complete the “**Masters I Program**” and proceed from Tier 3 to Tier 2 for the Practice Transformation program.
- By the end of 2022, meet the Regional Accountable **Entity’s** benchmark for: depression/suicide screening, A1C, pneumococcal vaccine, colorectal cancer screening, initiation and engagement of alcohol and drug dependence screening, and influenza vaccination.
- By the end of 2023, commence active management of PSMC outpatients to reduce A1C and meet benchmarks set by the RAE (updated by the RAE from time to time).
- By the end of 2023, commence active management of PSMC outpatients with hypertension (greater than 140 systolic or 80 diastolic), patient to be scheduled to see a provider twice annually for care of the **patient’s** chronic condition.
- Each year, participate in Hospital Transformation Project, Practice Transformation Project and HQIP programs to achieve positive metric and avoid payment penalty.
- For the HQIP submission each year in May 2021, 2022 & 2023, achieve a score of at least 85.
- For HTP, consistently meet the HTP deadlines set by the State and the milestones submitted by PSMC and approved by the State.

Culture and Talent

- By the end of 2021, engage an outside consultant to train staff.
- By the end of 2021, develop the pay grade scale for every position.
- By 2022 and 2023, department managers and directors will decide their annual department goals (subject to consistency with the Strategic Plan and approval by admin team) and their departments will be accountable for the same.

Strategic Growth

- By the end of 2021, engage an outside company to gather claims data.
- On a quarterly basis in 2021, 2022 and 2023, submit service line analysis to the Board Finance committee to assess new and existing services for growth and efficiency opportunities.
- By the end of 2021, set up medical care coordination between inpatient and outpatient care to reduce avoidable readmissions. Thereafter, each year, reduce avoidable hospital readmission through the medical care coordination by: (1) PSMC will use a social worker to assess all inpatient and ED patients for risk of readmission; (2) Prior to discharge, PSMC will identify those patients at risk of readmission; and (3) PSMC will follow-up, within two days of discharge, those patients identified as risk of readmission.
- By the end of 2021, evaluate software or IT technology that would allow text communications to patients about scheduling and appointment reminders.
- By July of 2022, assess claims data for indications of market share/loss and assess growth opportunities.
- By the end of 2022, evaluate the telemedicine services that can be offered at PSMC.
- By the end of 2022, evaluate the viability of subscription (per capita) offerings to local businesses. If viable, by the end of 2023 create the subscription program offerings.

Financial Sustainability

- By July 2021, refinance 2006 bonds for lower interest rate if expense can be reduced by at least 3%.
- By the end of August 2021, create a capital improvement committee and applicable processes for capital planning and approval of all facility, IT and equipment needs.
- By the end of February 2022, finalize a long-range capital improvement plan.
- By the end of 2022, conduct survey of support for mill levy: (1) survey of patients; and (2) engage an outside company to conduct community survey.

Community Relationships

- In 2021, 2022, and 2023, hold at least one mock emergency event table-top per year with other applicable entities.
- In 2021, 2022, and 2023, present to the Town and the County annually (if the Town and County will allow).
- In 2021, 2022 and 2023, conduct annually at least two community public information programs.
- In 2021, 2022 and 2023, issue an annual community report.
- In 2021, 2022 and 2023, consistent with Resolution 2021-13, meet with community anchor institutions to evaluate and coordinate efforts to address the workforce housing crisis in Archuleta County.



MINUTES OF REGULAR BOARD MEETING
Tuesday, July 27, 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 July 27, 2021, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

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

Present via Zoom: Director Dr. Jim Pruitt.

Director(s) Absent: 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: Director Cox requested to be allowed to comment on behalf of the Strategic Planning Committee on Decision Agenda item 5.a. The Board then noted approval of the agenda as presented.

2) PUBLIC COMMENT

There was none.

3) MILESTONE MOMENT: Accounting Department

CFO, Chelle Keplinger-Kloep, presented a brief introduction of and acknowledged the duties and accomplishments of the Accounting Department. The Board provided words of appreciation and congratulations on the department’s noted accomplishments.

4) REPORTS

- a) Oral Reports
 - i) Chair Report
 Chair Schulte deferred a report until discussion of Decision Agenda items.

ii) CEO Report

CEO Dr. Rhonda Webb discussed the following updates:

- COVID-19 patient numbers continue to be a challenge for PSMC due to staffing shortages.
- To help with the staffing shortages, PSMC staff is being cross-trained in a variety of departments and job functions.
- There were 24 new positive COVID-19 cases reported this week.
- The number of total deaths among COVID-19 cases in Archuleta County increased to 3 cases.

Director Dr. Pruitt asked a question regarding monoclonal antibody treatments. CEO Dr. Webb answered.

iii) Executive Committee

There was no report.

iv) Foundation Committee

Vice-Chair Mees reported the Foundation Committee accepted PSMCF Form 990, as presented by Dingus, Zarecor and Associates, P.C. The Foundation Committee also authorized extending authority to staff to refinance the Dodie Cassidy building loan for savings.

CEO Dr. Webb advised a RFP went out today for the 3-D Mammogram.

v) Facilities Committee

Vice-Chair Mees reported the Facilities Committee met regarding the MRI building and various contracts.

vi) Strategic Planning Committee

There was no report.

vii) Finance Committee & Report

CFO, Chelle Keplinger, presented and discussed the PowerPoint presentation.

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

b) Written Reports

i) Operations Report

There were no questions.

ii) Medical Staff Report

There were no questions.

5) DECISION AGENDA

a) Resolution 2021-13

Chair Schulte discussed motivation for drafting the proposed resolution.

Director Cox made comments in favor of the resolution and suggested to include the stated goal in the District's strategic plan.

Treasurer-Secretary Zeigler motioned to accept Resolution 2021-13 regarding efforts to address the workforce housing crisis in Archuleta County. Upon motion seconded by Director Alfred, the Board unanimously accepted said resolution.

b) Resolution 2021-14

CEO Dr. Webb gave a brief overview of the proposed resolution. Questions were asked and answered.

Director Cox motioned to accept Resolution 2021-14 regarding the expansion of the orthopedic service line as recommended by the Board's Finance Committee. Upon motion seconded by Director Daniels the Board unanimously accepted said resolution.

6) CONSENT AGENDA

Director Daniels motioned to approve the Board Member absences, regular meeting minutes of 06/22/2021, special meeting minutes of 07/19/2021, and the Medical Staff report recommendations for new or renewal of provider privileges.

Upon motion seconded by Vice-Chair Mees the Board unanimously approved said consent agenda items.

7) EXECUTIVE SESSION

Director Cox motioned to enter into executive session. Upon motion seconded by Director Alfred, the Board entered into executive session at 6:35 p.m. MST, pursuant to C.R.S. Section 24-6-402(4) for conferences with PSMC's attorney for the purpose of receiving legal advice on specific legal questions.

Directors present in executive session were: Chair Schulte, Vice-Chair Mees, Treasurer-Secretary Zeigler, Director Cox, Director Alfred, and Director Daniels. Director Dr. Pruitt was present via Zoom. Other persons present in executive session were PSMC's legal counsel Ann Bruzzese, CEO Dr. Rhonda Webb, and Clerk to the Board, Heather Thomas.

Chair Schulte adjourned the executive session at 7:03 p.m.

8) OTHER BUSINESS

Chair Schulte advised the Board that the Strategic Planning Committee is scheduled to present the draft strategic plan, the PSMC Community Report, as well as discuss housing crisis at the Pagosa Springs Town Counsel meeting on August 3rd, the Archuleta County School District Board meeting on August 9th, and the PLPOA Board meeting on August 12th.

9) ADJOURN

There being no further business, Chair Schulte adjourned the regular meeting at 7:03 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board