



NOTICE OF REGULAR BOARD MEETING OF
THE UPPER SAN JUAN HEALTH SERVICE DISTRICT
dba PAGOSA SPRINGS MEDICAL CENTER

Tuesday, April 28, 2020, at 5:30 PM

NO IN-PERSON MEETING

MEETING TO BE HELD VIA 

Please use this link to join the meeting: <https://zoom.us/j/96904926293> or telephone (346) 248-7799

Zoom Meeting ID: **969 0492 6293**

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) PRESENTATION: COVID-19 Pandemic

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Greg Schulte
 - ii) ~~Contracts~~ ~~Dir. Kate Alfred and Dir. Karin Daniels~~
 - iii) ~~Strategic Planning~~ ~~Dir. Dr. Jim Pruitt and Dir. Karin Daniels~~
 - iv) CEO Report Chief Executive Officer, Dr. Rhonda Webb
 - v) HVAC Project, status report COO Kathee Douglas and Dir. Matt Mees
 - vi) Finance Report CFO, Chelle Keplinger and
Treasurer, Dr. Campbell

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

- i) [Operations Report](#)
- ii) [Medical Staff Report](#)

COO-CNO, Kathee Douglas
Chief of Staff, Dr. Ralph Battels

5) DECISION AGENDA

- a) [Resolution 2020-10](#) regarding ratification of lease by the Dispatch Executive Management Board

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

- a) Approval of Board Member absences:
 - i) Regular meeting of 04/28/2020
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular meeting of: 03/24/2020](#)
- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.

7) OTHER BUSINESS

- a) DEO Report: Status of May 5, 2020 election matters.

8) ADJOURN



PSMC BOARD REPORT - COVID-19

1. TIMELINE – PSMC continues under incident command and a local disaster emergency.

- a. On February 26, 2020, PSMC's CEO activated the emergency operations plan for a pandemic.
- b. On March 11, 2020, the Governor of Colorado issued an Order declaring a state disaster of emergency due to COVID-19.
- c. On March 12, 2020, PSMC's CEO activated its Incident Command as part of its emergency operations plan to prepare and respond to the pandemic.
- d. On March 16, 2020, a local disaster emergency was declared by San Juan Basin Public Health, the Town of Pagosa Springs and Archuleta County.
- e. On March 24, 2020, the PSMC Board of Directors declared a local disaster emergency.

2. PSMC IS PREPARED FOR A SURGE

- a. PSMC has a surge capacity plan (see attached) as follows:
 - i. Increase inpatient capacity from 11 beds to 25 beds.
 - ii. Increase ICU bed capacity from 0 beds to 2 beds.
 - iii. PSMC has worked with regional hospitals for a regional surge plan. Mercy Regional Medical Center reports it has capacity to increase its ICU beds from 11 beds to 23 beds and has 40 vents (approximately 6 of these are anesthesia machines and would have to be modified). Mercy continually reports for the past month that its statistical data shows it will have capacity to treat the regional ICU needs including transfers from PSMC.
 - iv. A limiting factor for PSMC to operate an ICU bed and/or vent continues to be that PSMC was not designed or constructed to have an ICU and lacks piped oxygen. PSMC has a significant supply of tanked oxygen but during a surge, vendors cannot assure deliveries.
- b. PSMC continues to participate in many regional and State work groups to best address the pandemic including: weekly call between the Governor and hospital CEOs, Colorado Hospital Association, Western Healthcare Alliance, regional public health preparedness and response, regional and County emergency management, and public health and regional policy makers.
- c. PSMC has greater than 30 days of PPE in its inventory and continues to acquire more. PSMC monitors inventory daily as well as the burn rate. PSMC operates under the PPE Crisis Standards of Care for reuse and cleaning. In addition, PSMC acquired a "CoolClavePlus". decontamination unit that generally allows us to decontaminate N95 masks up to 25 times prior to discard.
- d. PSMC continues to take actions to minimize exposures:

- i. PSMC screens all employees prior to entry into PSMC – employees typically drive up to a screening tent, complete an illness questionnaire and have a temperature taken.
- ii. Nonemergency patients are screened prior to entry and any patient who screens for COVID-19 symptoms are addressed only in the new “Hot Doc” area and do not enter other parts of PSMC.
- iii. PSMC instituted CDC guidance on use of PPE and has addressed with staff.
- e. PSMC remains open to treat the community including chronic conditions, illnesses and emergencies. PSMC continues to offer expanded telephonic and tele-health visits for patients.

3. PREPARED TO RESUME NONEMERGENCY SURGERIES

PSMC is prepared to resume performing nonemergency surgeries in the near future. As a rural critical access hospital, PSMC was never required to stop doing nonemergency surgeries, but decided on March 18th that it was the right thing to do to stop such surgeries and assure appropriate preparedness to treat the community during the pandemic. As it resumes surgeries, PSMC will be evaluating surgical cases based upon urgency of patient need, the resources required to treat the patient, and the safety of all (including that the patient has been free from illness for the previous 14 days). The Centers for Medicare and Medicaid and physician surgical societies have issued guidance to hospitals and surgeons on best practices for commencing nonemergency surgeries. PSMC has reviewed and implemented this guidance.

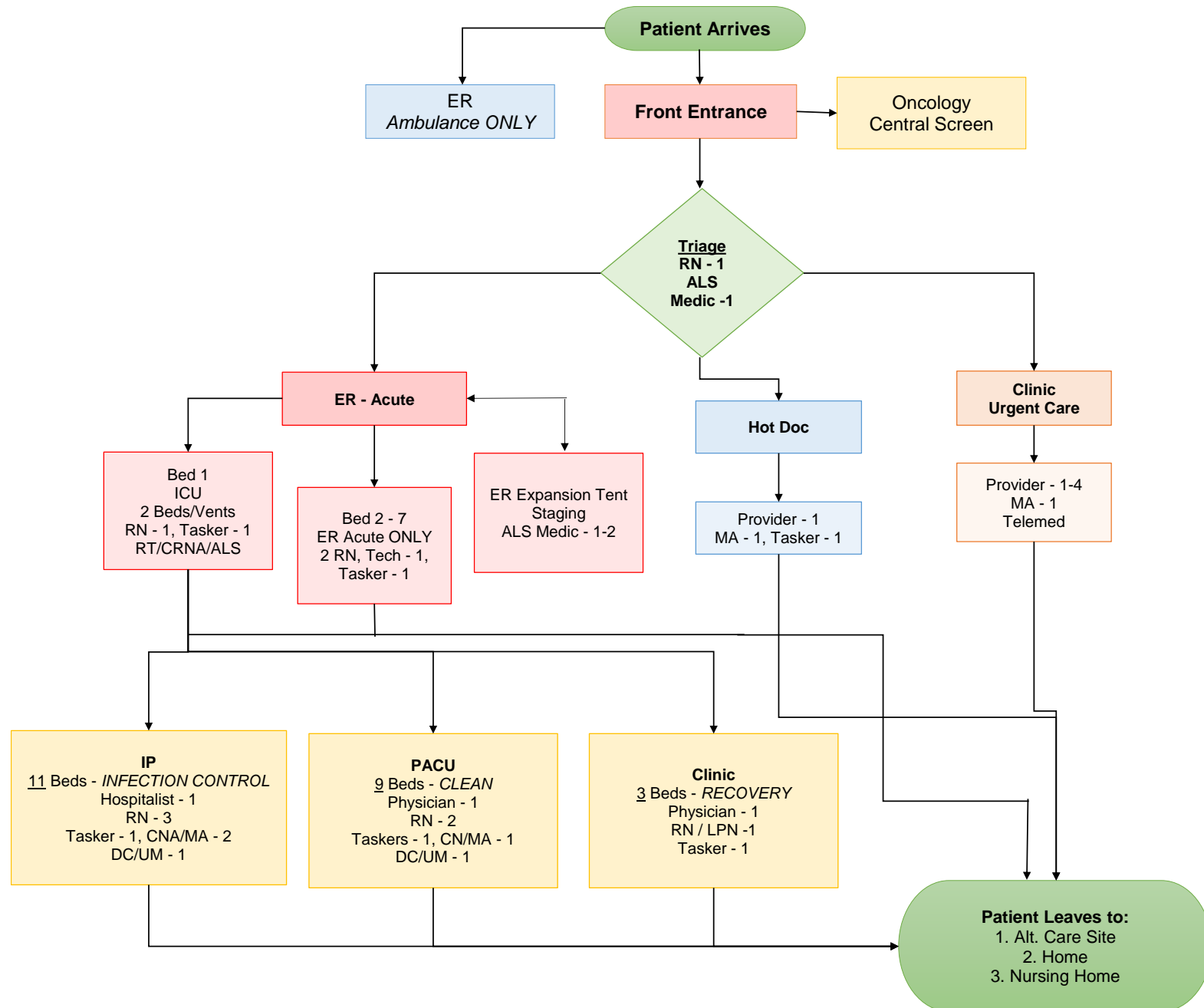
4. LOOKING AHEAD – FOLLOW-UP REPORTING TO OCCUR IN MAY In April, PSMC has taken every prudent action possible to assure that it has funds to stay open and is still able to address this pandemic and treat the other health needs in the community.

At the May Board meeting, PSMC will update the Board on its efforts including results on the following:

- PSMC filed a claim against PSMC’s business interruption insurance.
- The Foundation has applied for grants available for COVID-19 supplies and tele-health.
- PSMC is currently documenting expenses for supplies/equipment needed to respond to COVID-19 and will likely apply for support from FEMA.
- Many PSMC employees have voluntarily agreed to reduce compensation for the second quarter and a few staff voluntarily agreed to take a furlough.
- PSMC continues to apply for federal stimulus support opportunities.
- PSMC was fortunate to receive \$594,654.96 from the federal government as part of the stimulus CARES Act. This funding did not cover the shortfall for March and will not touch the shortfalls for April.

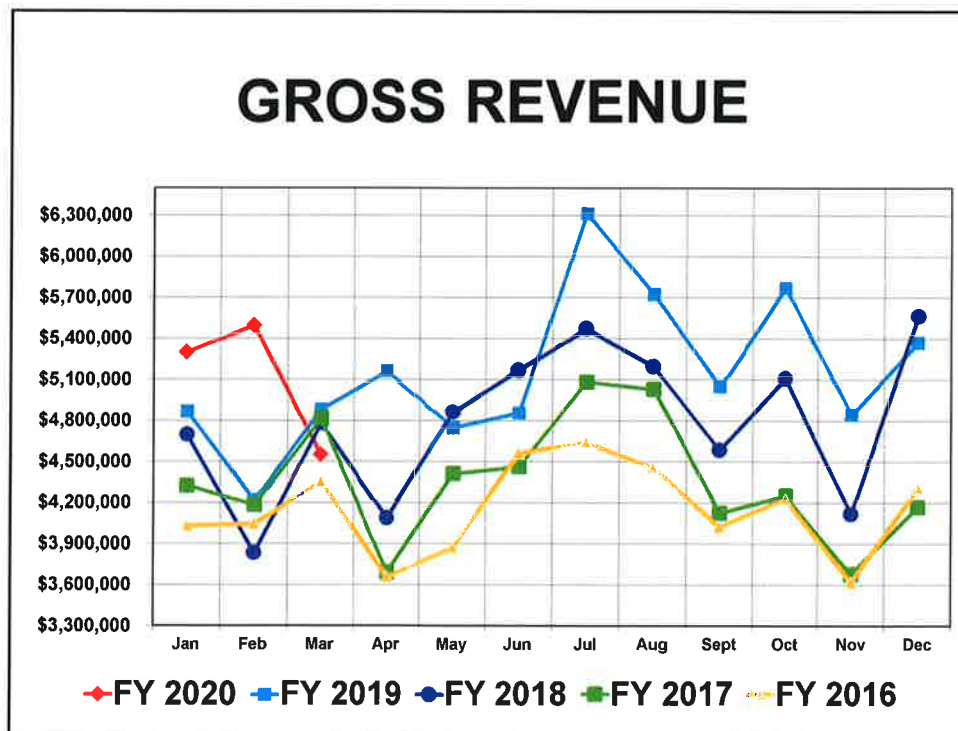
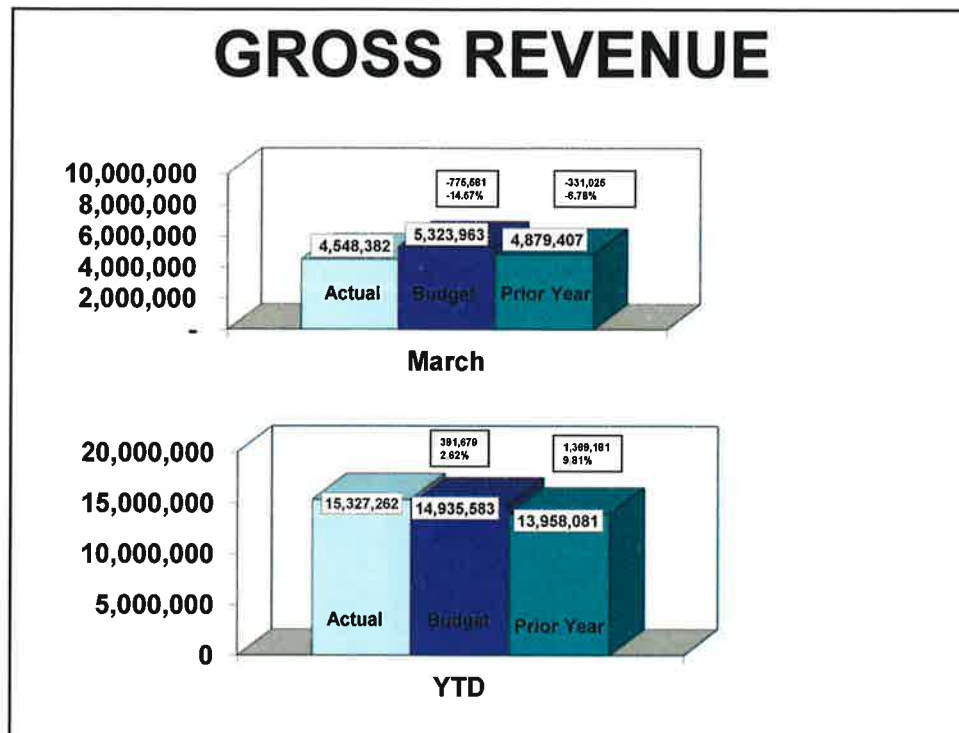
**Pagosa Springs Medical Center
Surge Capacity Plan, patient flow, staffing**

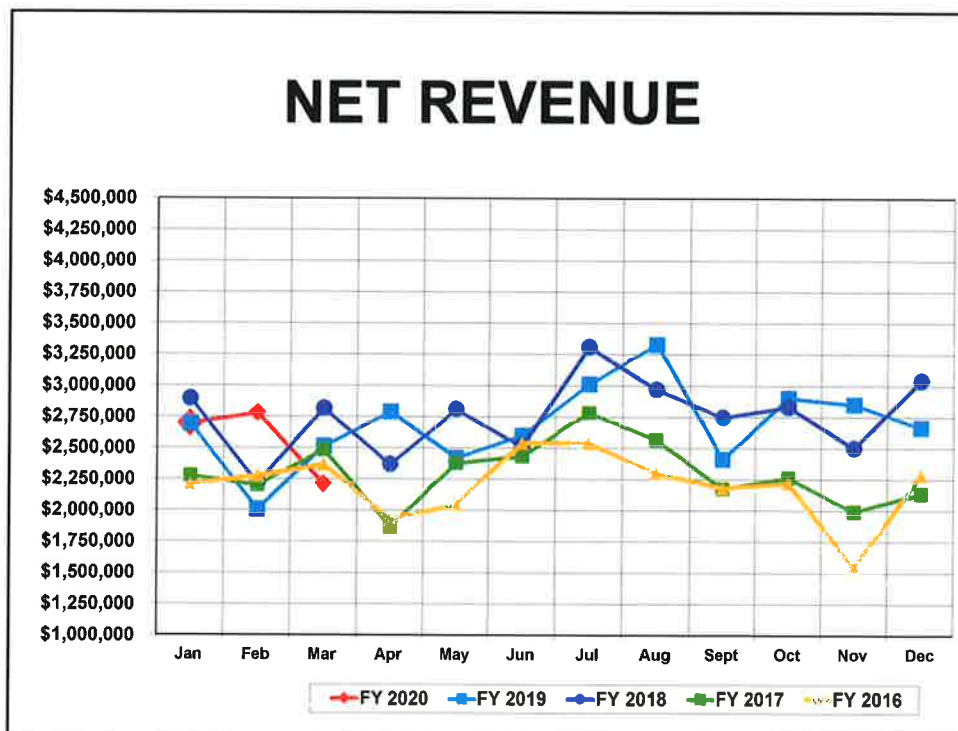
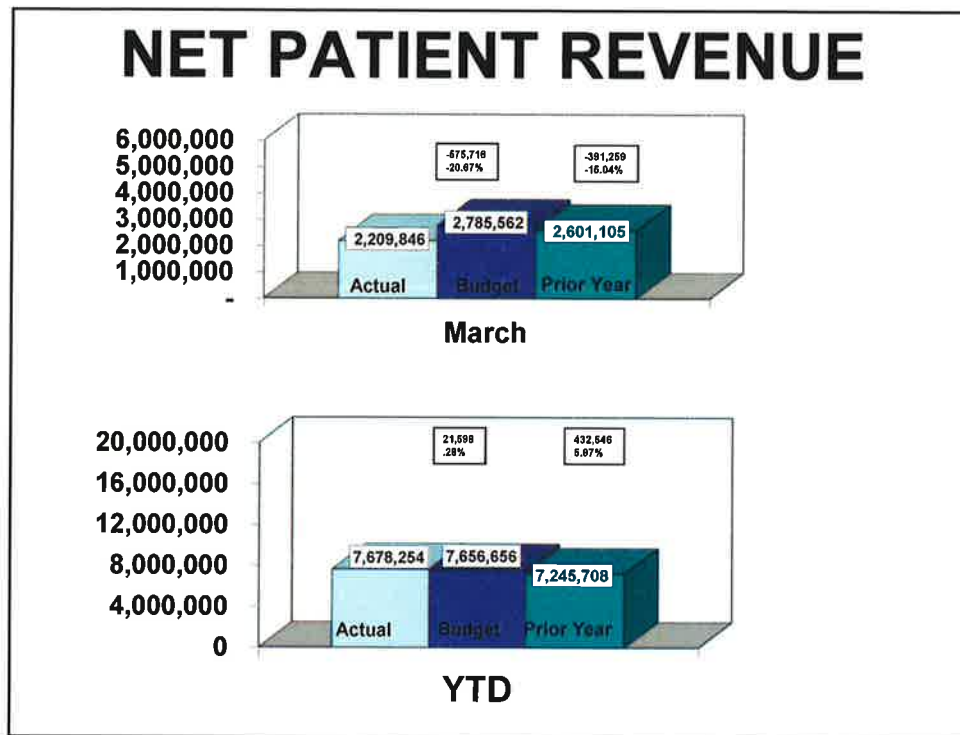
PRESENTATION 3.

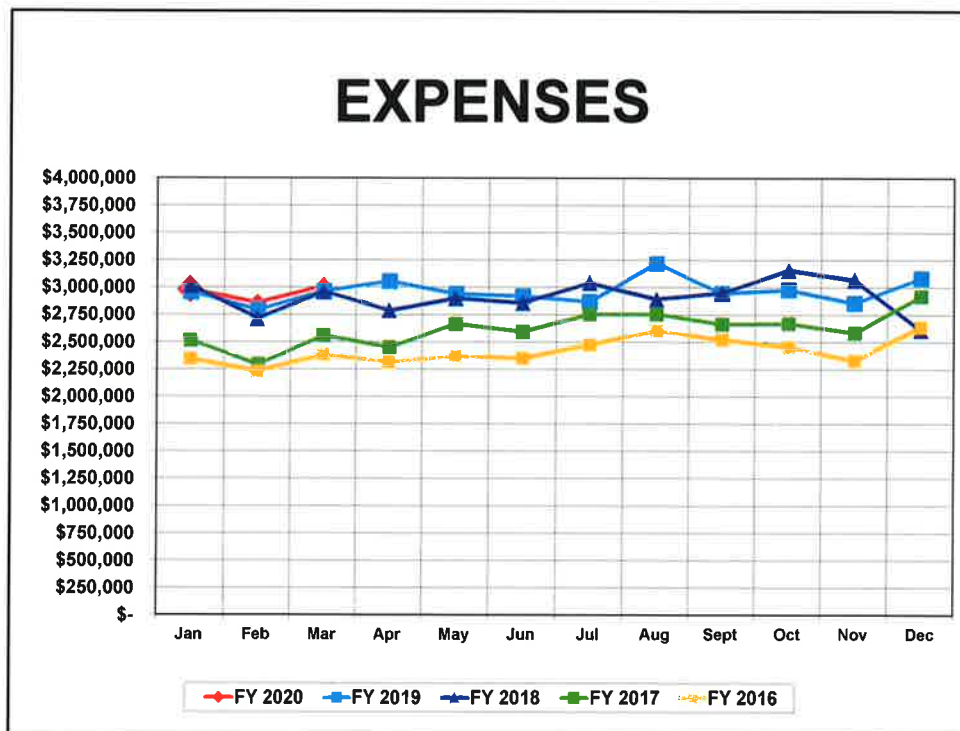
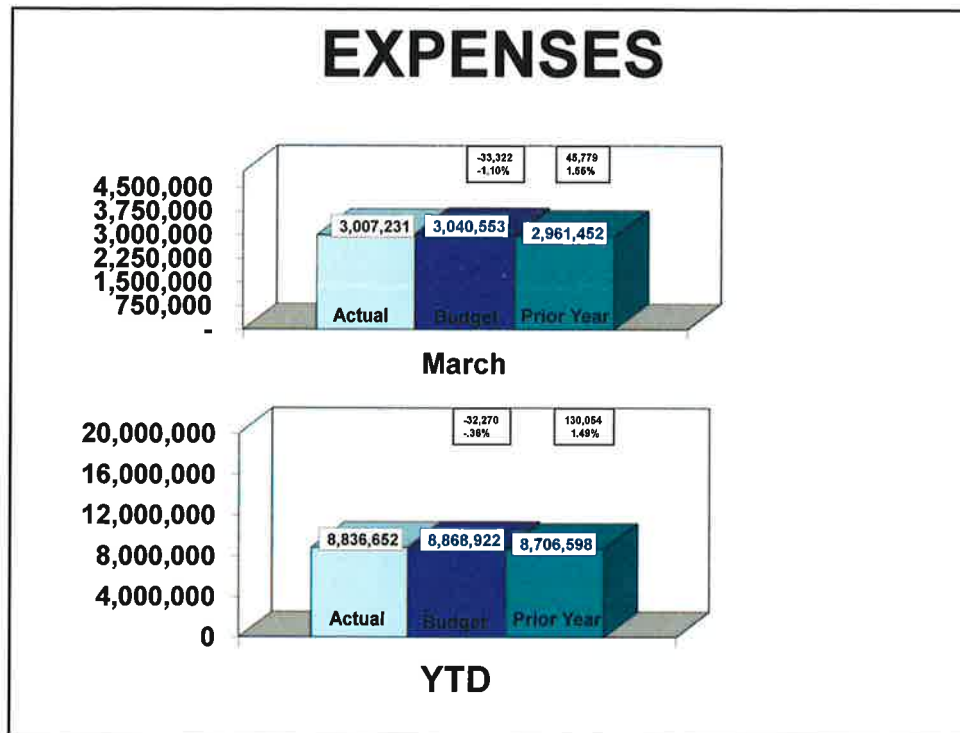


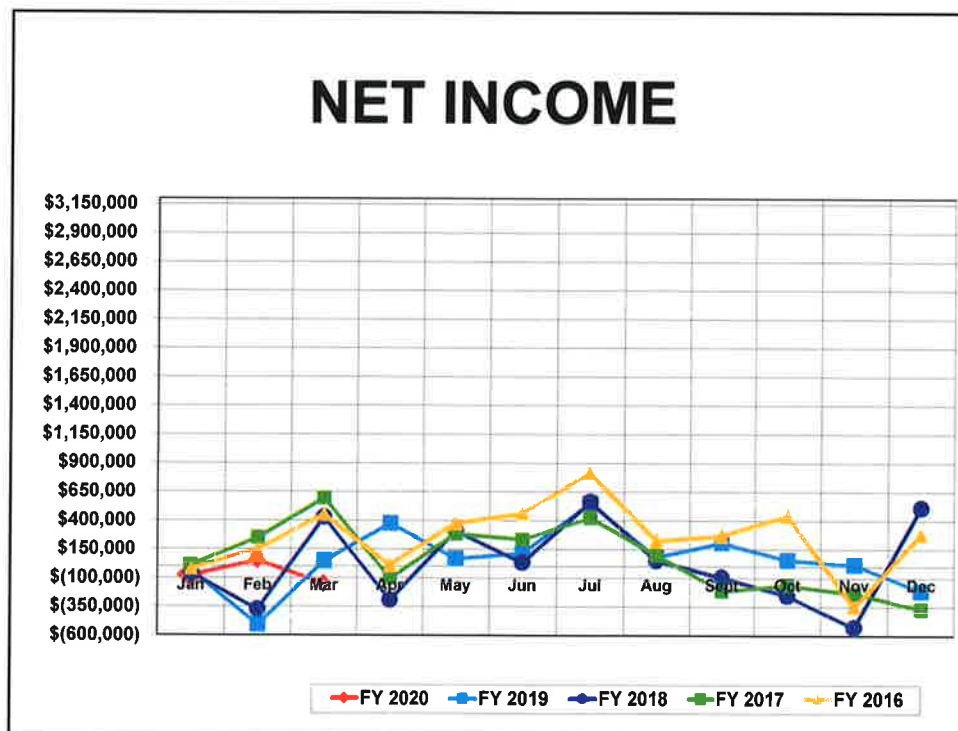
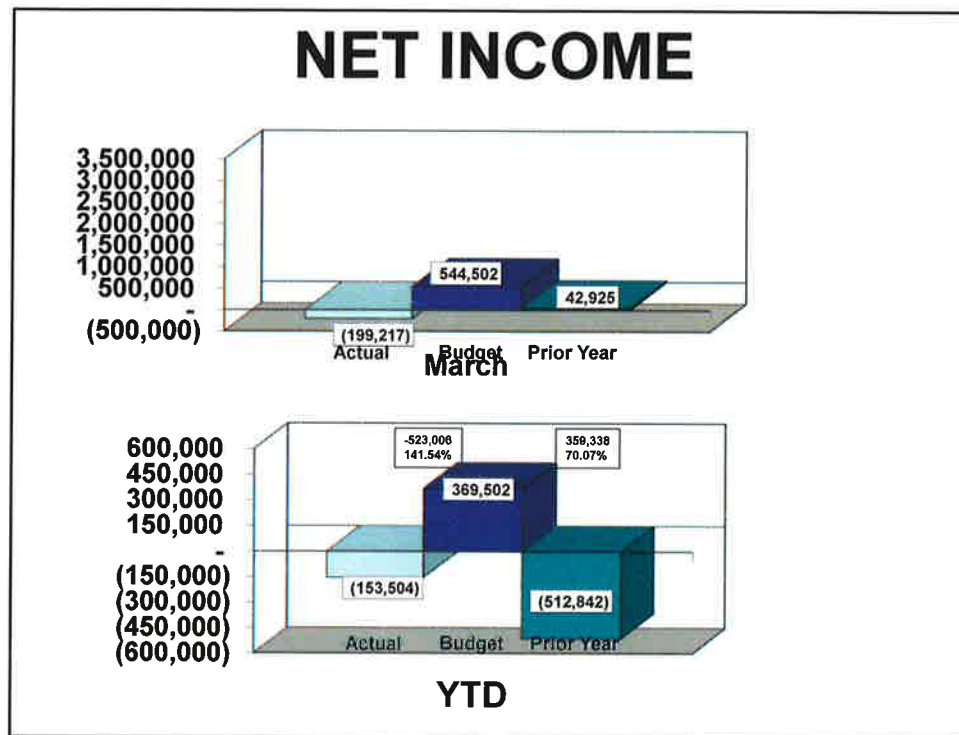


Summary of Financials		
	February	
Gross Revenue	\$ 5,486,135	
Net Revenue	\$ 2,774,828	50.57%
Expenses	\$ 2,853,294	
Grants, 340B and Tax Revenue	\$ 208,778	
Grants and 340B	\$	125,679
Tax Revenue	\$	83,099
Net Income	\$	130,312





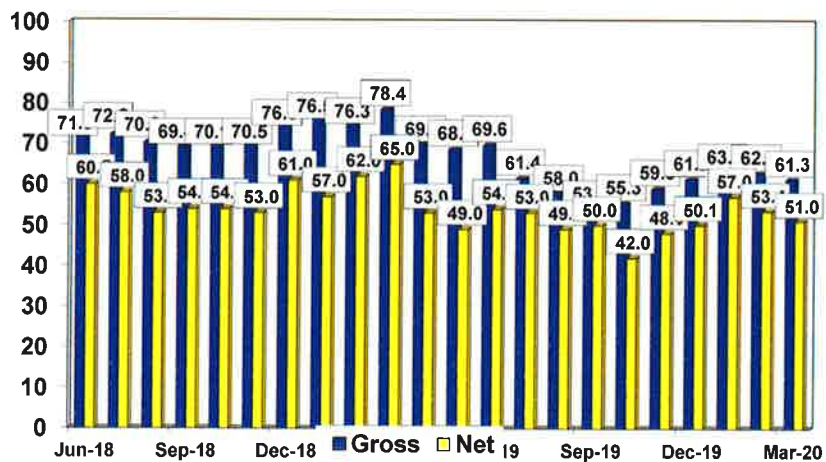




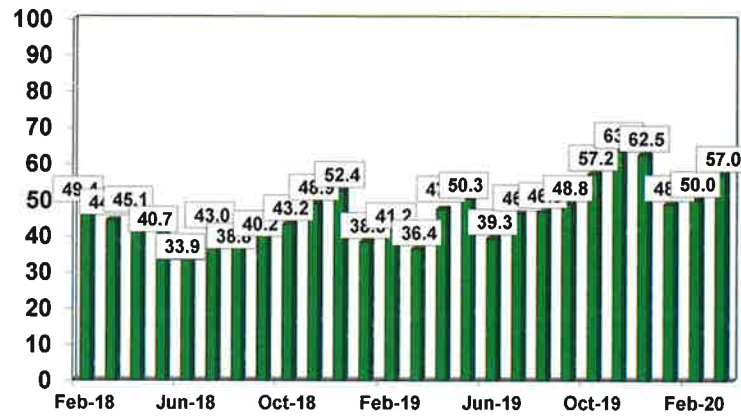
Summary of Financials

	March	
Gross Revenue	\$ 4,548,382	
Net Revenue	\$ 2,209,848	50.57%
Expenses	\$ 3,007,231	
Grants, 340B and Tax Revenue	\$ 598,168	
Grants and 340B	\$ 213,588	
Tax Revenue	\$ 384,580	
Net Income	\$ -199,217	

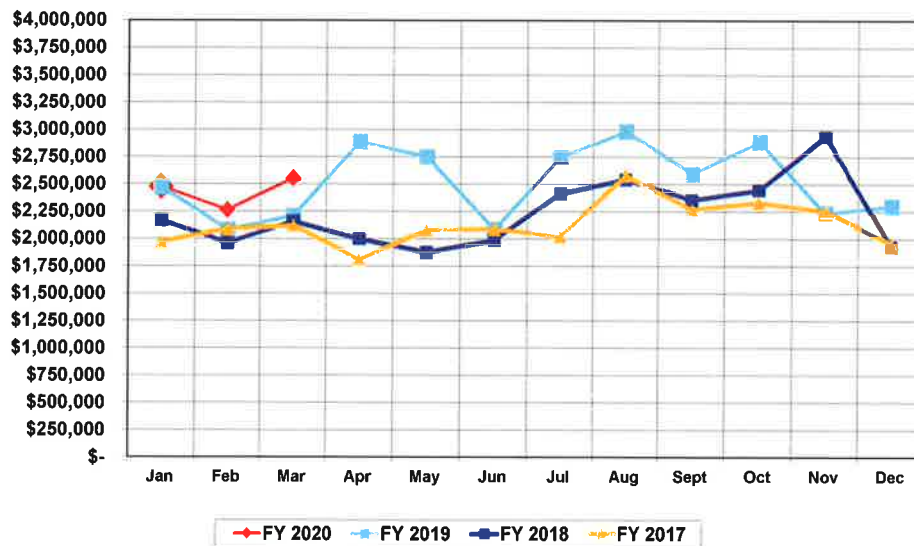
DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Income Statement - - - March 31, 2020

Page 1

		Current Month				Year-to-Date			
		2020	Budget	Difference	Variance	2020	Budget	Difference	Variance
Revenue									
7	In-patient Revenue	424,099	502,636	(78,537)	-16%	1,350,548	1,454,570	(104,022)	-7%
18	Out-patient Revenue	3,756,664	4,124,710	(368,046)	-9%	12,589,573	11,596,270	993,303	9%
19	Professional Fees	367,619	696,617	(328,998)	-47%	1,387,141	1,884,743	(497,602)	-26%
20	Total Patient Revenue	4,548,382	5,323,963	(775,581)	-15%	15,327,262	14,935,583	391,679	3%
21	Revenue Deductions & Bad Debt								
22	Contractual Allowances	2,369,401	2,572,237	(202,836)	-8%	7,807,562	7,085,979	721,583	10%
23	Charity	(19,086)	79,868	(98,954)	-124%	(44,731)	269,316	(314,047)	-117%
24	Bad Debt	235,432	60,894	174,538	287%	626,715	434,757	191,958	44%
25	Provider Fee & Other	(247,211)	(174,598)	(72,613)	42%	(740,538)	(511,125)	(229,413)	45%
26	Total Revenue Deductions & Bad Debt	2,338,536	2,538,401	(199,865)	-8%	7,649,008	7,278,927	370,081	5%
27	Total Net Patient Revenue	2,209,846	2,785,562	(575,716)	-21%	7,678,254	7,656,656	21,598	0%
28	Grants	1,100	250,000	(248,900)	-100%	3,159	500,000	(496,841)	-99%
29	Other Operating Income - Misc	212,488	235,021	(22,533)	-10%	524,677	690,506	(165,829)	-24%
30	Total Net Revenues	2,423,434	3,270,583	(847,149)	-26%	8,206,090	8,847,162	(641,072)	-7%
31	Operating Expenses								
32	Salary & Wages	1,534,160	1,643,740	(109,580)	-7%	4,720,914	4,736,241	(15,327)	0%
33	Benefits	317,847	337,932	(20,085)	-6%	693,044	985,817	(292,773)	-30%
35	Professional Fees/Contract Labor	21,830	29,434	(7,604)	-26%	83,368	71,579	11,789	16%
36	Purchased Services	144,644	196,090	(51,446)	-26%	462,965	539,795	(76,830)	-14%
37	Supplies	494,123	369,024	125,099	34%	1,357,532	1,073,361	284,171	26%
38	Rent & Leases	35,967	44,047	(8,080)	-18%	112,139	122,773	(10,634)	-9%
39	Repairs & Maintenance	52,333	43,470	8,863	20%	145,891	150,932	(5,041)	-3%
40	Utilities	34,520	41,626	(7,106)	-17%	105,812	175,219	(69,407)	-40%
41	Insurance	24,240	18,959	5,281	28%	76,249	69,655	6,594	9%
42	Depreciation & Amortization	147,742	142,251	5,491	4%	444,558	424,070	20,488	5%
43	Interest	86,876	71,973	14,903	21%	266,384	215,993	50,391	23%
44	Other	112,949	102,007	10,942	11%	367,796	303,487	64,309	21%
45	Total Operating Expenses	3,007,231	3,040,553	(33,322)	-1%	8,836,652	8,868,922	(32,270)	0%
46	Operating Revenue Less Expenses	(583,797)	230,030	(813,827)	-354%	(630,562)	(21,760)	(608,802)	2798%
47	Non-Operating Income								
48	Tax Revenue	384,580	314,472	70,108	22%	477,058	391,262	85,796	22%
49	Donations	-	-	-	-	-	-	-	-
50	Total Non-Operating Income	384,580	314,472	70,108	22%	477,058	391,262	85,796	22%
51	Total Revenue Less Total Expenses	\$ (199,217)	\$ 544,502	\$ (743,719)	-137%	\$ (153,504)	\$ 369,502	\$ (523,006)	-142%

Income Statement Comparison - - - March 31, 2020

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		Current Month				Year-to-Date			
		2020	2019	Difference	Variance	2020	2019	Difference	Variance
Revenue									
7	Total In-patient Revenue	424,099	462,720	(38,621)	-8%	1,350,548	1,472,593	(122,045)	-8%
17	Total Out-patient Revenue	3,756,664	3,836,411	(79,747)	-2%	12,589,573	10,907,713	1,681,860	15%
18	Professional Fees	367,619	580,276	(212,657)	-37%	1,387,141	1,577,775	(190,634)	-12%
19	Total Patient Revenue	4,548,382	4,879,407	(331,025)	-7%	15,327,262	13,958,081	1,369,181	10%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	2,369,401	2,360,937	8,464	0%	7,807,562	6,738,958	1,068,604	16%
22	Charity	(19,086)	126,273	(145,359)	-115%	(44,731)	353,651	(398,382)	-113%
23	Bad Debt	235,432	40,137	195,295	487%	626,715	328,501	298,214	91%
24	Provider Fee & Other	(247,211)	(249,045)	1,834	-1%	(740,538)	(708,737)	(31,801)	4%
25	Total Revenue Deductions & Bad Debt	2,338,536	2,278,302	60,234	3%	7,649,008	6,712,373	936,635	14%
26	Total Net Patient Revenue	2,209,846	2,601,105	(391,259)	-15%	7,678,254	7,245,708	432,546	6%
27	Grants	1,100	-	1,100		3,159	-	3,159	
28	Other Operating Income - Misc	212,488	205,696	6,792	3%	524,677	653,412	(128,735)	-20%
29	Total Net Revenues	2,423,434	2,806,801	(383,367)	-14%	8,206,090	7,899,120	306,970	4%
30	Operating Expenses								
31	Salary & Wages	1,534,160	1,605,363	(71,203)	-4%	4,720,914	4,627,359	93,555	2%
32	Benefits	317,847	279,696	38,151	14%	693,044	825,386	(132,342)	-16%
34	Professional Fees/Contract Labor	21,830	28,202	(6,372)	-23%	83,368	72,592	10,776	15%
35	Purchased Services	144,644	202,189	(57,545)	-28%	462,965	463,657	(692)	0%
36	Supplies	494,123	339,337	154,786	46%	1,357,532	1,031,709	325,823	32%
37	Rent & Leases	35,967	51,002	(15,035)	-29%	112,139	143,502	(31,363)	-22%
38	Repairs & Maintenance	52,333	38,128	14,205	37%	145,891	147,504	(1,613)	-1%
39	Utilities	34,520	34,030	490	1%	105,812	175,058	(69,246)	-40%
40	Insurance	24,240	22,236	2,004	9%	76,249	81,165	(4,916)	-6%
41	Depreciation & Amortization	147,742	153,530	(5,788)	-4%	444,558	496,038	(51,480)	-10%
42	Interest	86,876	85,149	1,727	2%	266,384	260,320	6,064	2%
43	Other	112,949	112,064	885	1%	367,796	343,583	24,213	7%
44	Total Operating Expenses	3,007,231	2,961,452	45,779	2%	8,836,652	8,706,598	130,054	1%
45	Operating Revenue Less Expenses	(583,797)	(154,651)	(429,146)	277%	(630,562)	(807,478)	176,916	-22%
46	Non-Operating Income								
47	Tax Revenue	384,580	197,576	187,004	95%	477,058	294,636	182,422	62%
48	Donations	-	-	-		-	-	-	
49	Total Non-Operating Income	384,580	197,576	187,004	95%	477,058	294,636	182,422	62%
50	Total Revenue Less Total Expenses	\$ (199,217)	\$ 42,925	\$ (242,142)	-564%	\$ (153,504)	\$ (512,842)	\$ 359,338	-70%

Pagosa Springs Medical Center

Balance Sheet - - - March 31, 2020

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	Current Month	Prior Month		Current Month	Prior Month
Assets			Liabilities		
Current Assets			Current Liabilities		
Cash					
Operating	\$ 3,779,912	\$ 3,501,668	Accts Payable - System	\$ 1,045,267	\$ 1,105,073
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	1,494,485	1,414,070
Bond Funds - 2016 Bonds	79	79	Cost Report Settlement Res	(69,551)	(69,551)
Bond Funds - 2006	1,473,646	1,104,415	Wages & Benefits Payable	985,238	843,958
Capital Escrow	-	-	Deferred Revenue	3,333	3,333
Total Cash	6,132,369	5,484,893	Current Portion of LT Debt-2006	320,000	320,000
Accounts Receivable			Current Portion of LT Debt-2016	320,000	320,000
Patient Revenue - Net	4,238,297	4,774,997	Total Current Liabilities	4,098,772	3,936,883
Other Receivables	313,720	328,747	Long-Term Liabilities		
Total Accounts Receivable	4,552,017	5,103,744	Leases Payable	183,992	190,645
Inventory	1,553,526	1,539,481	Equipment Lease (Wells Fargo)	226,395	234,777
Total Current Assets	12,237,912	12,128,118	Bond Premium (Net) - 2006	229,106	230,218
Fixed Assets			Bond Premium (Net) - 2016	132,968	133,393
Property Plant & Equip (Net)	7,703,892	7,852,356	Bonds Payable - 2006	8,705,000	8,705,000
Electronic Health Record (Net)	-	814	Bonds Payable - 2016	9,920,000	9,920,000
Clinic Expansion	13,377,405	13,377,405	Total Long-Term Liabilities	19,397,461	19,414,033
Work In Progress	81,112	75,800	Net Assets		
Land	101,000	101,000	Un-Restricted	10,582,520	10,582,520
Total Fixed Assets	21,263,409	21,407,375	Current Year Net Income/Loss	(153,504)	45,714
Other Assets			Total Un-Restricted	10,429,016	10,628,234
Prepays & Other Assets	423,928	443,657	Restricted		
Total Other Assets	423,928	443,657	Total Net Assets	10,429,016	10,628,234
Total Assets	\$ 33,925,249	\$ 33,979,150	Total Liabilities & Net Assets	\$ 33,925,249	\$ 33,979,150

Monthly Trends

	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Activity	31	30	31	30	31	31	30	31	30	31	31	29	31
2 In-Patient Admissions	40	31	27	39	38	31	25	22	38	18	38	28	31
3 In-Patient Days	114	98	79	89	118	85	75	47	91	48	93	71	67
4 Avg Stay Days (In-patients)	2.9	3.2	2.9	2.3	3.1	2.7	3.0	2.1	2.4	2.7	2.4	2.5	2.2
5 Swing Bed Admissions	1	0	0	0	0	1	0	2	0	0	0	0	0
6 Swing Bed Days	4	0	0	0	0	2	0	2	0	0	0	0	0
7 Avg Length of Stay (Swing)	4.0	0.0	0.0	0.0	0.0	2.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
8 Average Daily Census	3.8	3.3	2.5	3.0	3.8	2.8	2.5	1.6	3.0	1.5	2.9	2.4	2.2
Statistics													
9 E/R visits	543	462	563	561	702	616	552	492	444	622	590	576	484
10 Observ Hours	32	27	40	25	36	47	40	35	24	41	962	885	721
11 Lab Tests	1,577	1,670	1,621	1,609	1,818	1,762	1,637	1,679	1,433	1,566	5,250	5,111	4,447
12 Radiology/CT/MRI Exams	940	858	925	872	1,057	1,021	902	1,029	780	862	1,425	1,371	1,223
14 OR Cases	80	91	86	80	80	104	54	85	59	82	82	86	65
15 Clinic Visits	1,845	2,166	1,990	1,881	1,997	2,087	1,940	2,087	1,778	1,838	2,100	1,987	1,488
16 Spec. Clinic Visits	230	255	210	177	219	213	158	136	183	175	242	149	176
17 Oncology Clinic Visits	83	62	53	54	80	71	116	81	69	65	117	96	156
18 Oncology/Infusion Patients	67	63	45	42	80	68	37	81	59	71	44	70	90
19 Infusion Patients	85	77	72	81	79	67	104	71	50	60	58	39	47
20 EMS Transports	89	71	82	85	106	105	96	100	94	86	114	136	116
21 Total Stats	5,571	5,802	5,687	5,467	6,254	6,161	5,636	5,876	4,973	5,468	10,984	10,506	9,013

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review												Page 5
2020	March			March				March Prior Y-T-D				
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D	Budget	Variance	Y-T-D	Actual	Prior Y-T-D Actual	Difference	Variance
In-Patient												
Admissions:												
Acute	31	46	(15)	97		140	(43)	97		106	(9)	-8%
Swing Bed	-	1	(1)	-		3	(3)	-		1	(1)	-100%
Total	31	47	(16)	97		143	(46)	97		107	(10)	-9%
Patient Days:												
Acute	71	128	(57)	233		363	(130)	233		304	(71)	-23%
Swing Bed	-	3	(3)	-		9	(9)	-		4	(4)	-100%
Total	71	131	(60)	233		372	(139)	233		308	(75)	-24%
Average Daily Census:												
# Of Days	31	31		91		91		91		90		
Acute	2.3	4.1	(1.8)	2.6		4.0	(1.4)	2.6		3.4	(0.8)	-25%
Swing Bed	-	0.1	(0.1)	-		0.1	(0.1)	-		-		
Total	2.3	4.2	(1.9)	2.6		4.1	(1.5)	2.6		3.4	(0.9)	-25%
Length of Stay:												
Acute	2.3	2.8	(0.5)	2.4		2.6	(0.2)	2.4		2.9	(0.5)	-17%
Swing Bed	-	-	-	-		-	-	-		4.0	(4.0)	0%
Total	2.3	2.8	(0.5)	2.4		2.6	(0.2)	2.4		2.9	(0.5)	-17%
Out-Patient												
Out-Patient Visits												
E/R Visits	484	532	(48)	1,650		1,495	155	1,650		1,475	175	12%
Observ admissions	26	71	(45)	140		203	(63)	140		93	47	51%
Lab Tests	4,447	1,629	2,818	14,808		4,591	10,217	14,808		4,553	10,255	225%
Radiology/CT/MRI Exams	1,223	1,019	204	4,019		2,883	1,136	4,019		2,676	1,343	50%
OR Cases	65	88	(23)	233		244	(11)	233		212	21	10%
Clinic Visits	1,488	1,983	(495)	5,575		5,574	1	5,575		5,725	(150)	-3%
Spec. Clinic Visits	176	211	(35)	567		594	(27)	567		632	(65)	-10%
Oncology Clinic Visits	156	72	84	369		203	166	369		246	123	50%
Oncology/Infusion Patients	90	64	26	204		180	24	204		204	-	0%
Infusion Patients	47	68	(21)	144		192	(48)	144		231	(87)	-38%
EMS Transports	116	88	28	366		247	119	366		258	108	42%
Total	8,318	5,825	2,493	28,075		16,406	11,669	28,075		16,305	11,770	72%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of March 31, 2020

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		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
2 Medicare	\$	1,590,661	\$ 165,870	\$ 100,345	\$ 6,477	\$ 39,064	\$ 17,367	\$ 56,556	\$ 1,976,340	19%	
3 Medicaid		529,915	168,300	67,600	126,217	60,959	70,942	221,447	1,245,380	12%	
4 Third Party		1,306,402	929,576	406,824	251,425	178,342	173,975	592,903	3,839,447	37%	
5 Self-Pay		185,881	322,656	280,574	364,442	170,007	106,428	1,820,896	3,250,884	32%	
Current Month Total	\$	3,612,859	\$ 1,586,402	\$ 855,343	\$ 748,561	\$ 448,372	\$ 368,712	\$ 2,691,802	\$ 10,312,051	100%	0
Pct of Total		35%	15%	8%	7%	4%	4%	26%	100%		
Feb-20	\$	4,881,391	\$ 1,386,440	\$ 901,832	\$ 571,967	\$ 516,414	\$ 460,405	\$ 2,555,288	\$ 11,273,737		0
Pct of Total		43%	12%	8%	5%	5%	4%	23%	100%		
Jan-20	\$	4,542,726	\$ 1,392,786	\$ 710,103	\$ 568,045	\$ 531,469	\$ 448,834	\$ 2,322,276	\$ 10,516,239		0
Pct of Total		43%	13%	7%	5%	5%	4%	22%	100%		
Dec-19	\$	4,481,747	\$ 1,312,708	\$ 908,066	\$ 625,876	\$ 627,407	\$ 607,716	\$ 2,044,961	\$ 10,608,481		0
Pct of Total		42%	12%	9%	6%	6%	6%	19%	100%		
Nov-19	\$	4,408,737	\$ 1,436,158	\$ 627,989	\$ 723,524	\$ 684,765	\$ 336,215	\$ 1,930,790	\$ 10,148,178		0
Pct of Total		43%	14%	6%	7%	7%	3%	19%	100%		
Oct-19	\$	4,568,920	\$ 1,130,990	\$ 870,361	\$ 794,889	\$ 437,887	\$ 381,541	\$ 1,754,112	\$ 9,938,700		0
Pct of Total		46%	11%	9%	8%	4%	4%	18%	100%		
Sep-19	\$	4,305,953	\$ 1,369,222	\$ 1,074,183	\$ 534,873	\$ 502,450	\$ 239,643	\$ 1,946,854	\$ 9,973,178		193,237
Pct of Total		43%	14%	11%	5%	5%	2%	20%	100%		
Aug-19	\$	4,489,953	\$ 1,643,643	\$ 763,753	\$ 692,390	\$ 407,669	\$ 450,136	\$ 2,188,090	\$ 10,635,634		572,029
Pct of Total		42%	15%	7%	7%	4%	4%	21%	100%		
Jul-19	\$	5,080,360	\$ 1,280,941	\$ 915,491	\$ 549,247	\$ 607,257	\$ 419,655	\$ 2,387,501	\$ 11,240,452		1,106,517
Pct of Total		45%	11%	8%	5%	5%	4%	21%	100%		
Jun-19	\$	4,199,727	\$ 1,555,291	\$ 715,848	\$ 712,192	\$ 504,973	\$ 621,808	\$ 3,338,661	\$ 11,648,500		0
Pct of Total		36%	13%	6%	6%	4%	5%	29%	100%		
May-19	\$	3,938,706	\$ 1,192,758	\$ 857,202	\$ 558,303	\$ 705,693	\$ 728,901	\$ 3,078,535	\$ 11,060,098		0
Pct of Total		36%	11%	8%	5%	6%	7%	28%	100%		
Apr-19	\$	4,446,750	\$ 1,328,789	\$ 769,877	\$ 796,122	\$ 801,322	\$ 354,704	\$ 3,166,854	\$ 11,664,418		8,002
Pct of Total		38%	11%	7%	7%	7%	3%	27%	100%		
Mar-19	\$	4,313,656	\$ 1,360,981	\$ 995,434	\$ 985,732	\$ 562,545	\$ 619,342	\$ 3,353,760	\$ 12,191,450		122,172
Pct of Total		35%	11%	8%	8%	5%	5%	28%	100%		
Feb-19	\$	3,846,150	\$ 1,550,896	\$ 1,137,950	\$ 652,196	\$ 726,272	\$ 667,524	\$ 3,164,610	\$ 11,745,598		355,801
Pct of Total		33%	13%	10%	6%	6%	6%	27%	100%		
Jan-19	\$	4,374,575	\$ 1,664,567	\$ 771,356	\$ 866,764	\$ 765,154	\$ 559,863	\$ 3,411,981	\$ 12,414,260		310,436
Pct of Total		35%	13%	6%	7%	6%	5%	27%	100%		
Dec-18	\$	4,810,234	\$ 1,205,387	\$ 956,941	\$ 872,250	\$ 675,156	\$ 652,620	\$ 3,339,239	\$ 12,511,827		310,436
Pct of Total		38%	10%	8%	7%	5%	5%	27%	100%		
Nov-18	\$	3,575,135	\$ 1,298,788	\$ 913,800	\$ 740,723	\$ 766,567	\$ 666,776	\$ 2,695,762	\$ 10,657,551		112,443

	Pct of Total		34%		12%		9%		7%		7%		6%		25%		100%	
	Oct-18	\$	4,188,615	\$	1,292,841	\$	891,836	\$	836,368	\$	811,636	\$	594,372	\$	2,923,499	\$	11,539,167	217,192
	Pct of Total		36%		11%		8%		7%		7%		5%		25%		100%	
	Sep-18	\$	3,879,192	\$	1,290,689	\$	1,088,210	\$	1,042,678	\$	794,963	\$	582,678	\$	2,960,063	\$	11,638,473	302,125
	Pct of Total		33%		11%		9%		9%		7%		5%		26%		100%	
	Aug-18	\$	4,290,838	\$	1,576,042	\$	1,231,421	\$	977,015	\$	676,478	\$	606,305	\$	2,737,973	\$	12,096,072	48,619
	Pct of Total		35%		13%		10%		8%		6%		5%		23%		100%	
	Jul-18	\$	4,783,854	\$	1,759,771	\$	1,145,364	\$	727,948	\$	726,411	\$	537,560	\$	2,635,767	\$	12,316,675	24,966
	Pct of Total		39%		14%		9%		6%		6%		4%		21%		100%	
	Jun-18	\$	4,334,347	\$	1,685,871	\$	885,716	\$	689,267	\$	639,055	\$	576,480	\$	2,411,492	\$	11,222,228	195,130
	Pct of Total		39%		15%		8%		6%		6%		5%		21%		100%	
	May-18	\$	4,159,005	\$	1,795,159	\$	1,208,334	\$	721,961	\$	670,041	\$	495,647	\$	2,003,816	\$	11,053,963	47,472
	Pct of Total		38%		16%		11%		7%		6%		4%		18%		100%	
	Apr-18	\$	3,697,643	\$	1,605,576	\$	863,079	\$	713,382	\$	586,190	\$	391,762	\$	1,698,496	\$	9,556,128	256,717
	Pct of Total		39%		17%		9%		7%		6%		4%		18%		100%	
	Mar-18	\$	3,922,575	\$	1,408,723	\$	1,095,293	\$	660,255	\$	439,343	\$	299,008	\$	1,759,366	\$	9,584,563	139,778
	Pct of Total		41%		15%		11%		7%		5%		3%		18%		100%	
	Feb-18	\$	3,744,129	\$	1,569,800	\$	882,931	\$	495,048	\$	310,715	\$	273,375	\$	1,772,313	\$	9,048,312	40,116
	Pct of Total		41%		17%		10%		5%		3%		3%		20%		100%	
	Jan-18	\$	3,910,094	\$	1,418,969	\$	658,794	\$	398,631	\$	399,145	\$	263,261	\$	1,774,826	\$	8,823,719	33,378
	Pct of Total		44%		16%		7%		5%		5%		3%		20%		100%	
	Dec-17	\$	3,530,341	\$	998,668	\$	567,335	\$	594,879	\$	431,479	\$	322,934	\$	1,657,210	\$	8,102,848	825,723
	Pct of Total		44%		12%		7%		7%		5%		4%		20%		100%	
	Nov-17	\$	2,955,885	\$	1,037,274	\$	679,925	\$	592,310	\$	581,053	\$	435,072	\$	1,984,898	\$	8,266,421	26,231
	Pct of Total		36%		13%		8%		7%		7%		5%		24%		100%	
	Oct-17	\$	3,659,774	\$	1,357,490	\$	752,198	\$	717,416	\$	562,600	\$	312,224	\$	1,893,353	\$	9,255,056	218,112
	Pct of Total		40%		15%		8%		8%		6%		3%		20%		100%	
	Sep-17	\$	3,724,332	\$	1,319,138	\$	1,012,183	\$	671,452	\$	445,286	\$	377,867	\$	2,175,487	\$	9,725,747	407,406
	Pct of Total		38%		14%		10%		7%		5%		4%		22%		100%	
	Aug-17	\$	4,131,866	\$	1,552,324	\$	893,339	\$	624,164	\$	490,221	\$	431,099	\$	2,449,394	\$	10,572,407	341,071
	Pct of Total		39%		15%		8%		6%		5%		4%		23%		100%	
	Jul-17	\$	4,612,446	\$	1,520,180	\$	853,133	\$	632,738	\$	581,650	\$	552,521	\$	2,298,997	\$	11,051,665	103,289
	Pct of Total		42%		14%		8%		6%		5%		5%		21%		100%	
	Jun-17	\$	3,963,167	\$	1,339,294	\$	815,790	\$	672,144	\$	657,236	\$	453,649	\$	2,101,821	\$	10,003,101	129,723
	Pct of Total		40%		13%		8%		7%		7%		5%		21%		100%	
	May-17	\$	3,851,718	\$	1,136,727	\$	1,030,085	\$	770,865	\$	477,918	\$	354,848	\$	1,972,569	\$	9,594,730	115,443
	Pct of Total		40%		12%		11%		8%		5%		4%		21%		100%	
12	Pct Settled (Current)				67.5%		38.3%		17.0%		21.6%		28.6%		-484.7%			
13	Pct Settled (Feb from Jan)				69.5%		35.2%		19.5%		9.1%		13.4%		-469.3%			
14	Pct Settled (Jan from Dec)				68.9%		45.9%		37.4%		15.1%		28.5%		-282.1%			

15	Pct Settled (Dec from Nov)	70.2%	36.8%	0.3%	13.3%	11.3%	-508.2%
16	Pct Settled (Nov from Oct)	68.6%	44.5%	16.9%	13.9%	23.2%	-406.1%

Pagosa Springs Medical Center

Pagosa Springs Medical Center - - - Net Days in A/R 2020

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	31 Jan-20	28 Feb-20	31 Mar-20	30 Apr-19	31 May-19	30 Jun-19
2 Net Accounts Receivable	\$ 4,660,868	\$ 4,774,997	\$ 4,238,297	\$ 4,763,720	\$ 4,371,767	\$ 4,645,356
3 Net Patient Revenue	\$ 2,693,581	\$ 2,774,828	\$ 2,209,846	\$ 2,897,839	\$ 2,523,644	\$ 2,703,510
4 Net Patient Rev/Day (2 month Avg)	\$ 86,399	\$ 91,287	\$ 83,485	\$ 90,251	\$ 90,251	\$ 93,602
5 Net Days in A/R	54	52	51	53	48	50

	31 Jul-19	31 Aug-19	30 Sep-19	31 Oct-19	30 Nov-19	31 Dec-19
7 Net Accounts Receivable	\$ 4,939,510	\$ 4,721,499	\$ 4,742,985	\$ 3,614,699	\$ 4,367,929	\$ 4,580,312
8 Net Patient Revenue	\$ 3,009,707	\$ 3,018,228	\$ 2,409,652	\$ 2,899,113	\$ 2,650,917	\$ 2,663,152
9 Net Patient Rev/Day (2 month Avg)	\$ 93,602	\$ 97,225	\$ 88,842	\$ 86,921	\$ 90,942	\$ 87,136
10 Net Days in A/R	53	49	53	42	48	53

Pagosa Springs Medical Center - - - Gross Days Target
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12 Medicare	33%	21	\$ 83,078	\$ 575,730
13 Medicaid	7%	35	\$ 83,078	\$ 203,541
14 Blue Cross	15%	48	\$ 83,078	\$ 598,161
15 Commercial	26%	65	\$ 83,078	\$ 1,404,017
16 Self Pay	19%	150	\$ 83,078	\$ 2,367,720
17 Total:	100%			\$ 5,149,168
18				\$ 83,078
19 Gross Days in A/R Target				62

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

	March 2020
Cash Flows from operating activities	
Change in net assets	(199,217)
Adjustments to reconcile net assets to net cash	-
Depreciation and amortization	147,740
Patient accounts receivable	536,700
Accounts payable and wages payable	81,473
Accrued liabilities	80,415
Pre-paid assets	19,729
Deferred revenues	-
Other receivables	15,027
Reserve for third party settlement	-
Inventory	(14,045)
Net Cash Provided by (used in) operating activities	667,822
Cash Flows from investing activities	
Purchase of property and equipment	-
Work in progress	(5,312)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(5,312)
Cash Flows from financing activities	
Principal payments on long-term debt	-
Proceeds from debt	-
Change in Prior Year Net Assets	-
Change in leases payable	(15,035)
Net Cash Provided by (used in) financing activities	(15,035)
 Net Increase(Decrease) in Cash	 647,476
 Cash Beginning of Month	 5,484,893
Cash End of Month	6,132,369

Pagosa Springs Medical Center
Revenue and Usage by Financial Class
March 31, 2020

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	194.50	51,442.30	51,636.80	1.14%
Blue Cross	69,404.00	490,571.16	559,975.16	12.31%
Champus	-	41,733.10	41,733.10	0.92%
Commercial Insurance	38,777.50	557,755.55	596,533.05	13.12%
Medicaid	18,079.90	783,072.08	801,151.98	17.61%
Medicare	296,380.99	1,644,336.75	1,940,717.74	42.67%
Medicare HMO	12,126.50	240,312.20	252,438.70	5.55%
Self Pay	22,499.60	132,525.90	155,025.50	3.41%
Self Pay - Client Billing	-	5,489.60	5,489.60	0.12%
Veterans Administration	14,864.30	114,508.60	129,372.90	2.84%
Workers Compensation	(509.00)	14,815.44	14,306.44	0.31%
Total	471,818.29	4,076,562.68	4,548,380.97	100.00%

Commercial
Commercial
Champus
Commercial
Medicaid
Medicare
Managed Care
Self Pay
Self Pay
Other
Other

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD	12/31/16 % YTD
Auto/Liability Insurance	11,222.70	138,405.60	149,628.30	0.98%	1.15%	1.05%	1.24%	1.11%
Blue Cross	162,455.80	1,661,411.33	1,823,867.13	11.90%	15.40%	15.42%	15.90%	15.83%
Champus	-	125,504.90	125,504.90	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	225,326.00	1,682,404.45	1,907,730.45	12.45%	11.34%	13.08%	11.79%	13.08%
Medicaid	189,408.70	2,809,266.14	2,998,674.84	19.56%	18.75%	18.22%	20.28%	21.56%
Medicare	711,646.11	5,383,783.54	6,095,429.65	39.77%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	140,016.90	848,534.69	988,551.59	6.45%	7.20%	4.47%	3.55%	2.76%
Self Pay	40,444.20	423,523.90	463,968.10	3.03%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	21,207.60	21,207.60	0.14%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	120,772.60	474,454.30	595,226.90	3.88%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	(509.00)	157,981.01	157,472.01	1.03%	1.52%	1.22%	1.17%	1.37%
Total	1,600,784.01	13,726,477.46	15,327,261.47	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%

Pagosa Springs Medical Center
Cash Forecast as of end of March 2020
Forecast Months Based on Budget and Actual

ORAL REPORTS 4.a.vi

Prepared 4/17/2020
 Cash balance 5,772,169
 at 12/31/19

	(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	
	Collections	Revenues	Fees	Donations		New Debt/	Collections	Expenses		Medicaid	Interest &		Cash Spending	Balance
						Leases				Repayment	Principal			
January 2020 (Actual)	2,467,181	9,379	247,211	-	187,258	-	2,911,029	2,824,894	-	113,140	-	418,249	3,356,283	5,326,915
February 2020 (Actual)	2,257,097	83,099	246,117	2,059	123,620	-	2,711,992	2,615,769	75,934	95,439	-	(233,127)	2,554,014	5,484,893
March 2020 (Actual)	2,545,183	384,580	247,211	1,100	212,488	-	3,390,562	2,859,489	5,312	-	15,035	(136,751)	2,743,085	6,132,369
April 2020 (Budget)	2,268,293	150,666	167,376	250,000	241,218	-	3,077,553	2,970,803	500,000	50,000	-	(350,000)	3,170,803	6,039,119
May 2020 (Budget)	2,387,565	233,960	264,188	211,000	247,127	-	3,343,840	3,030,649	422,000	50,000	-	(350,000)	3,152,649	6,230,310
June 2020 (Budget)	2,337,826	126,008	264,684	200,000	250,404	-	3,178,922	2,992,212	400,000	50,000	1,140,000	(350,000)	4,232,212	5,177,020
July 2020 (Budget)	2,788,423	169,669	306,685	-	211,636	-	3,476,413	3,159,617	-	50,000	-	(350,000)	2,859,617	5,793,816
August 2020 (Budget)	2,613,099	46,375	306,685	125,000	215,227	-	3,306,386	3,172,938	125,000	50,000	-	(350,000)	2,997,938	6,102,264
September 2020 (Budget)	2,072,915	26,784	300,476	-	206,746	-	2,606,921	3,061,238	-	50,000	-	(350,000)	2,761,238	5,947,947
October 2020 (Budget)	2,393,061	113,615	265,182	-	191,345	-	2,963,203	3,163,677	-	50,000	-	(350,000)	2,863,677	6,047,473
November 2020 (Budget)	2,228,477	11,998	258,809	-	219,452	-	2,718,736	3,070,499	-	50,000	-	(350,000)	2,770,499	5,995,710
December 2020 (Budget)	2,996,028	29,663	254,789	-	95,033	-	3,375,513	3,194,522	-	50,000	475,000	(350,000)	3,369,522	6,001,701
Totals	29,355,148	1,385,796	3,129,413	789,159	2,401,554	-	37,061,070	36,116,307 981,635	1,528,246	658,579	1,630,035	(3,101,629)	36,831,538	6,001,701
														at 12/31/20
														7,334,188
														Bond Requirements (60 days cash)
														6,411,980

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 1,036,000.
- (9) Medicare Cost Report Settlement for 2018 and 2019 and Medicaid for 2018 and 2019
 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.

2020						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
20-Jan	\$2,440,100.00	\$2,459,574.05	\$19,474.05	100.80%	\$49,821.48	\$2,509,395.53
20-Feb	\$2,349,634.00	\$2,255,399.34	(\$94,234.66)	95.99%	\$29,324.97	\$2,284,724.31
20-Mar	\$2,553,998.00	\$2,545,182.76	(\$8,815.24)	99.65%	\$188,540.78	\$2,733,723.54
20-Apr						
20-May						
20-Jun						
20-Jul						
20-Aug						
20-Sep						
20-Oct						
20-Nov						
20-Dec						
Totals YTD	\$7,343,732.00	\$7,260,156.15	(\$83,575.85)	98.86%		

2020 MANAGEMENT ACTIONS TO INCREASE DAYS OF CASH				
ACTION	DEADLINE	JAN	FEB	MAR
REDUCE EXPENSE				
From 2020 staffing budget, continue to reduce FTEs and contractors (as practical and possible) through attrition or restructuring of positions.	ongoing	no additional reduction in FTEs during Jan.	no additional reduction during Feb.	Reduce 0.5 FTE by combining and reallocating duties among several employees. Also see below for COVID specific reductions
Reduce expense through amendments to service agreements.	ongoing	no opportunities available in Jan.	No opportunities in Feb.	no opportunities in March.
Evaluate and amend contracts for management of IT to reduce expense and enhance security.	6/30/2020	Have amended contract to bring all IT management in-house (still have contract with Synoptek for a technician , minimal help desk support, and phone hosting.	Goal achieved except when ready to take phones from Synoptek.	Goal achieved except when ready to take phones from Synoptek.
IMPROVE REVENUES COLLECTED				
Evaluate self-pay pricing.	3/31/2020	Underway and created colonoscopy self-pay pricing	Self-pay colonoscopies start 3/1	No additional changes.
Evaluate extended hours for outpatient clinic.	3/31/2020	Committee formed to evaluate.	Reviewed and can start extended hours in the clinic 5 days a week without additional cost.	This is put on hold pending the time commitment for COVID-19 diminishing
Change outsourced company for collections to increase percentage of collection.	4/30/2020	Agreement in place for new company; termination notice to existing company sent in Feb.	There is a 60 day notice period. PSMC will be sending all new accounts to REL and PFC will finish out their current inventory.	REL commences collection starting April.
Increase ophthalmology services on-site.	5/30/2020	Have verbal agreement	Have verbal agreement	Due to COVID-19, no elective surgeries are being performed.
Expand services for enhanced pain management.	5/30/2020	Received quotes on equipment	Evaluating training.	CRNAs scheduled for training in May; unclear if training will proceed due to COVID restrictions.
If feasible implement extended hours for outpatient clinic.	6/30/2020	See 3/31 deadline -- still in evaluation stage	Evaluation as noted above will allow.	Implementation timing will depend on COVID.

Implement coding software to enable PSMC to compute payments on Medicaid EAPGs to assure accuracy of payment. (Note: this was a 2019 goal in which 50% was accomplished, but the remainder of the work is required of Cerner.)	6/30/2020	Still waiting on Cerner	Still waiting on Cerner.	Still waiting on Cerner. All implementations with Cerner are delayed due to COVID-19.
Improve information on billing statement to reduce questions and disputes (deadline reflects that this requires changes in Cerner).	9/30/2020	Initial meeting with Cerner scheduled for Feb. 18	Meeting on 2/18.	Underway but not completed by Cerner.
Develop and implement operational goals/plan to end the year with gross days of A/R of 60 days.	12/31/2020	Business office needs full staffing. 2 positions filled in Jan. for orientation in Feb. All positions filled in the business office.	Final position in business office filled in Feb. and trained in March.	Plan will be dependent on how COVID-19 continues; lost revenue is significant and unclear the amount of grants or federal funding that will be available to PSMC.
MANAGEMENT AND PLANNING				
Implement plan to accomplish State Hospital Transformation Project obligations.	ongoing	Plan to be submitted to the State in April.	On track to submit plan in April.	State has delayed all HTP deadlines due to COVID-19.
Evaluate and develop/implement a plan to reduce ongoing expense for MRI. (Note: this was a 2019 goal in which 40% was accomplished.)	6/30/2020	Received quotes for MRI and evaluating.	We have a quote and are looking into financing options.	Not pursuing financing while dealing with COVID-19.
Conduct the advance work (data collection and meetings with stakeholders) in order to begin meetings the Board's Strategic Planning Committee regarding service lines and future direction.	6/30/2020	Finished 3 of 5 planned internal meetings.	5 of 5 internal meetings completed.	On hold due to COVID-19.



Finance Committee & CFO Report for the USJHSD Board Meeting on April 21, 2020

This report provides a summary of the discussions of the Board's Finance Committee that met on April 21, 2020.

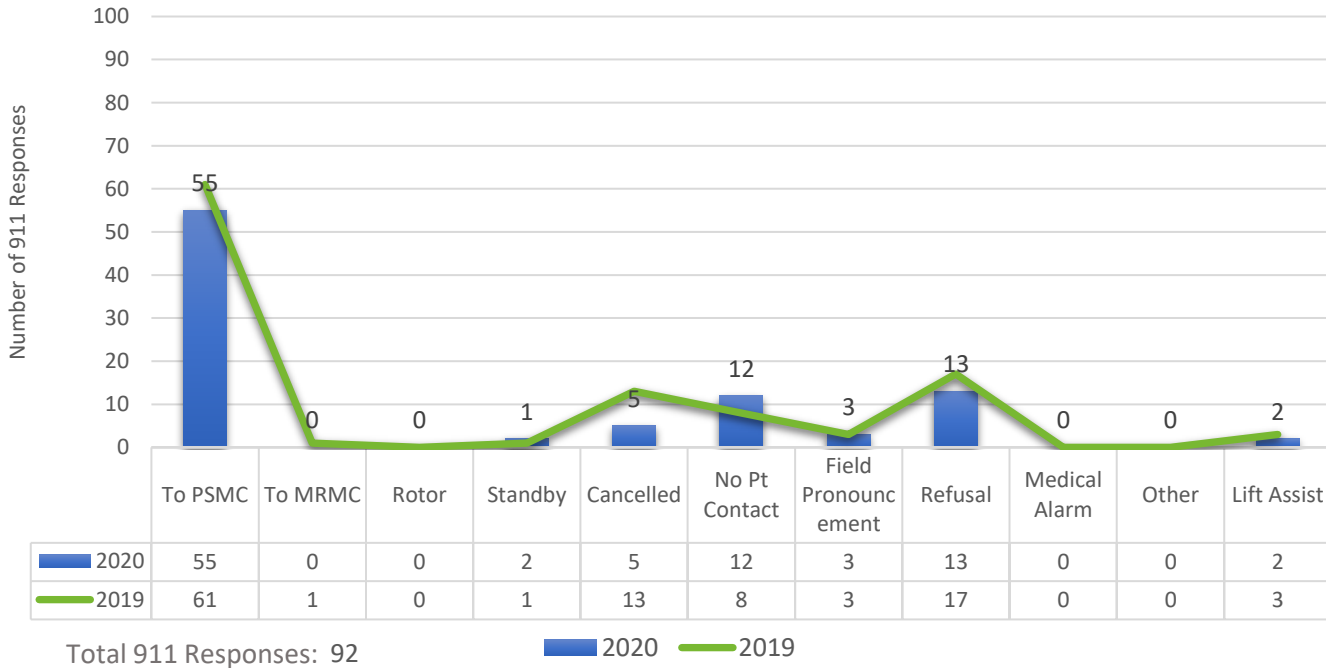
- 1) **Review of March 2020 Financials:** The Board Finance Committee reviewed the March 2020 Financials, the CFO's slide presentation, check expenditures, and a statement of contracts. The Finance Committee raised no concerns.
- 2) **Overview of March 2020:**
 - a) PSMC has, like many businesses throughout the country, suffered a significant loss of revenues in March. PSMC was never required to stop doing nonemergency surgeries, but decided on March 18th to stop such surgeries to assure preparedness to treat the community during the pandemic. Due to substantial reduction in surgeries and in-person visits to patients in the clinic and emergency department resulted in PSMC's revenues being below budget by \$775,581. While PSMC was able to reduce and cut many expenses, due to the need for additional drugs and supplies to be prepared for COVID-19, the supply budget was 34% (\$125,099) higher than budget. The bottom line result in March is PSMC was PSMC came in **\$743,719.00** below its budget (March was a total net loss of <-\$199,217>).
- 3) **Cash and collections:**
 - a) Staff did a good job with collections meeting 99.65% of their goal.
 - b) As of the end of March, PSMC was at 61.3 days of gross A/R (51 net days of A/R); and PSMC's gross accounts receivable balance is \$10,312,051.
 - c) All payables are current and cash increased to 57 days cash on hand.
- 4) **Progress Report Re Plan to Increase Days of Cash:** PSMC presented and discussed in-depth with the Finance Committee the progress on the plan to increase days of cash. PSMC included additional data about COVID-19.
- 5) **Actions and/or recommendations of the Finance Committee:**
 - a) Accept the March 2020 financials.
 - b) At the request of Finance Committee, service line analysis presentations were tabled due to COVID-19.



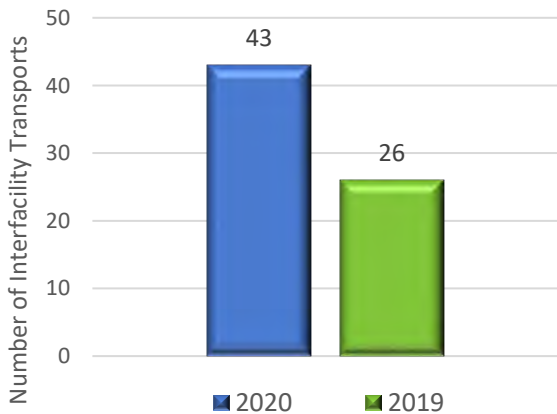
Operations Report for February 2020

EMS: February

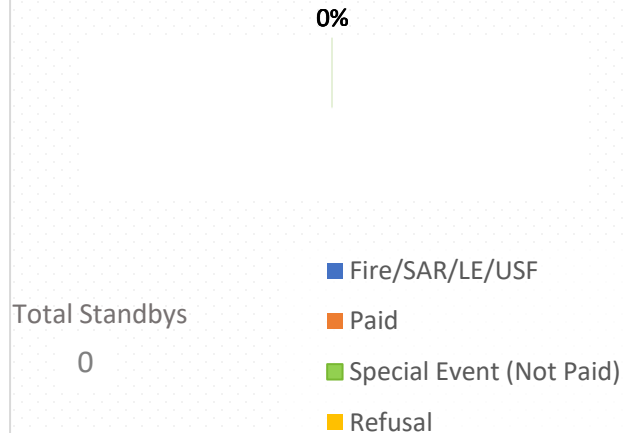
EMS 911 Response



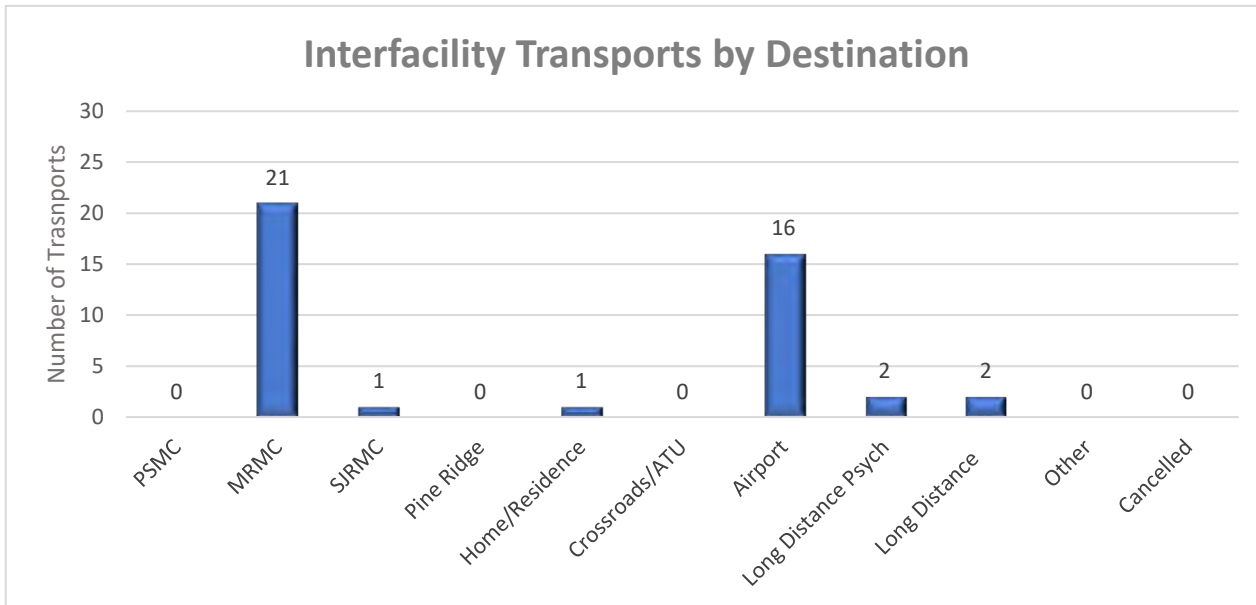
Total Interfacility Transports



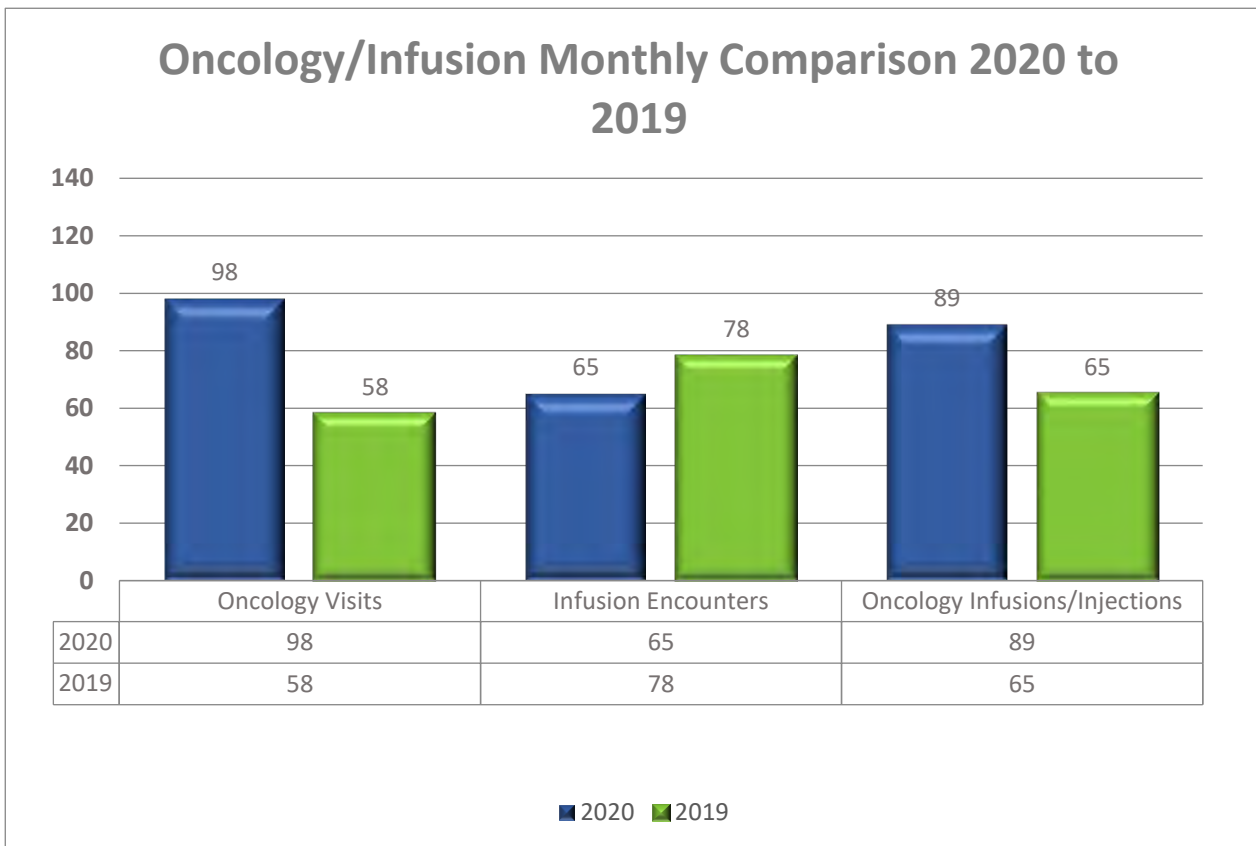
Breakdown of EMS Standbys



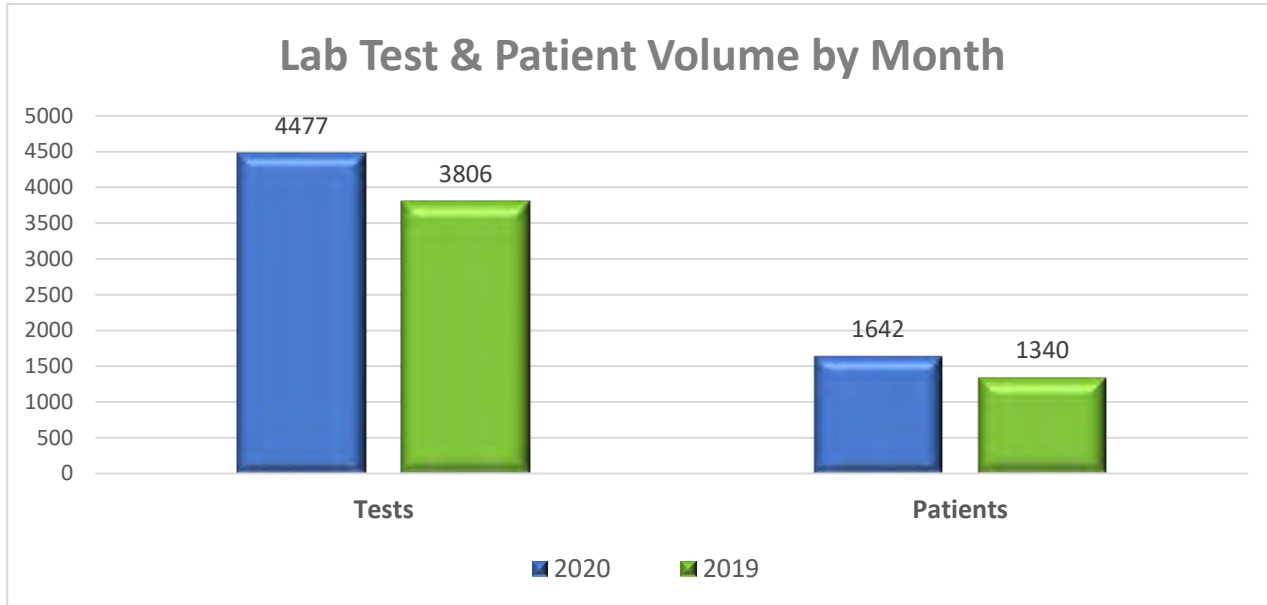
EMS: February



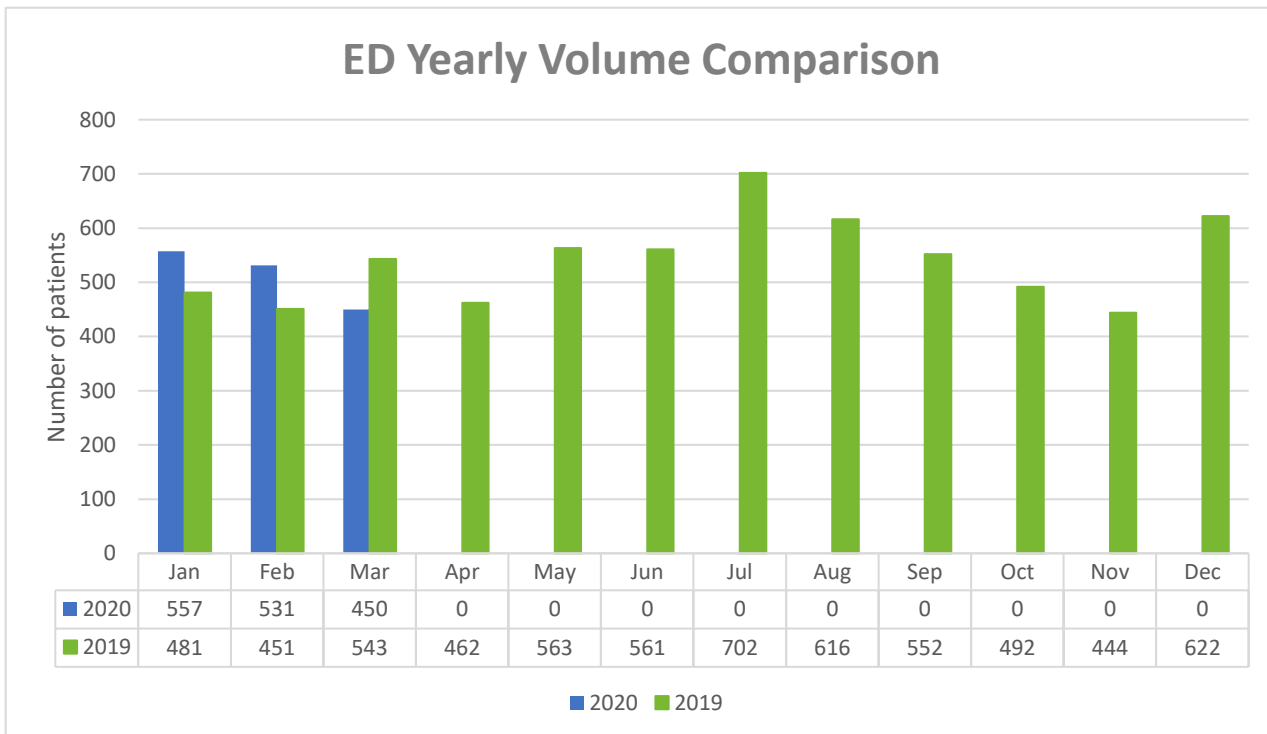
Oncology/Infusion: February



Lab: February

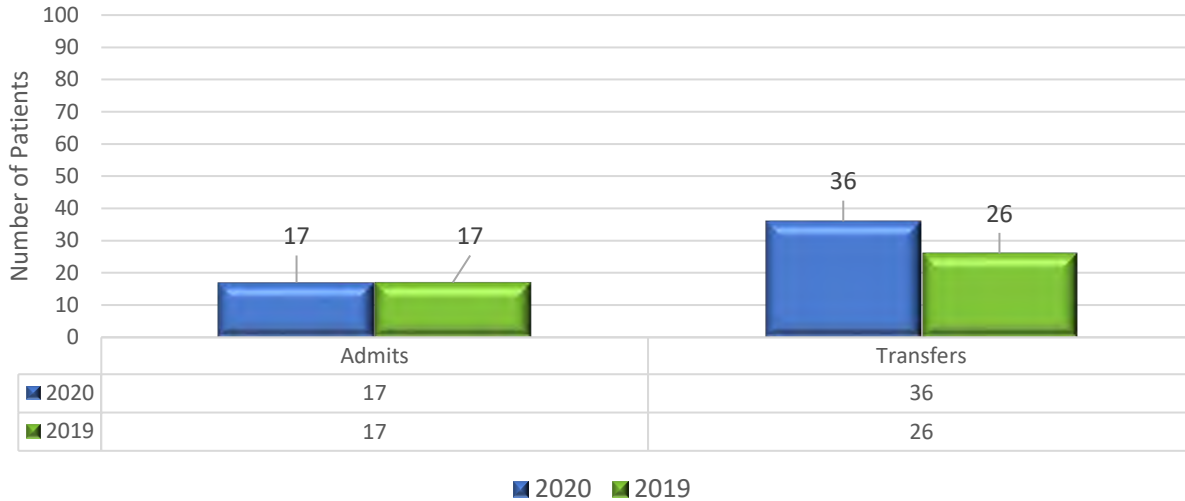


ED: February



ED: February

ED Inpatient Admissions and Transfers Monthly Comparison



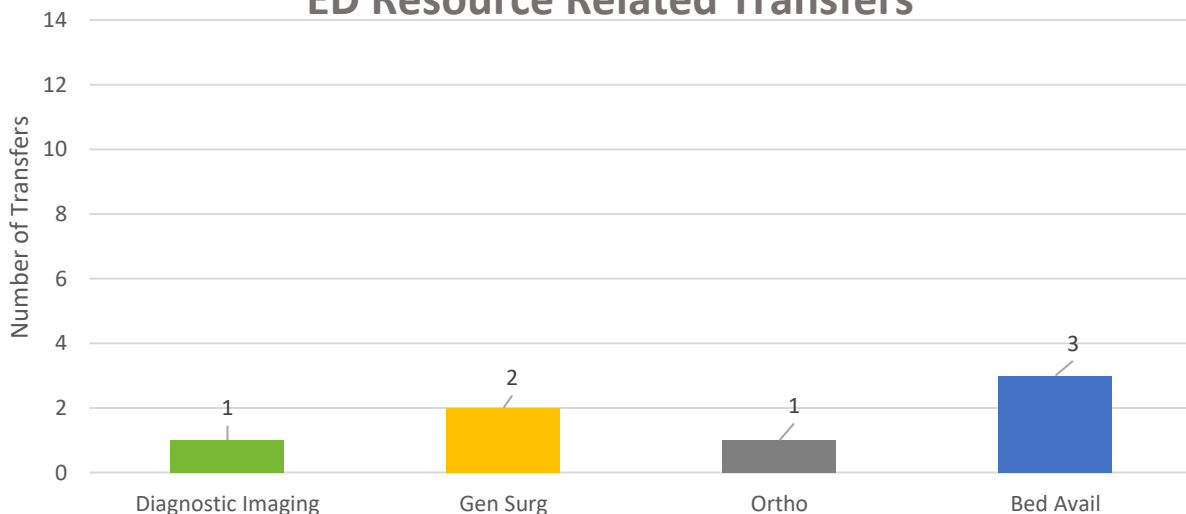
Average Daily Census

18.3

Average Length of Stay (in hours)

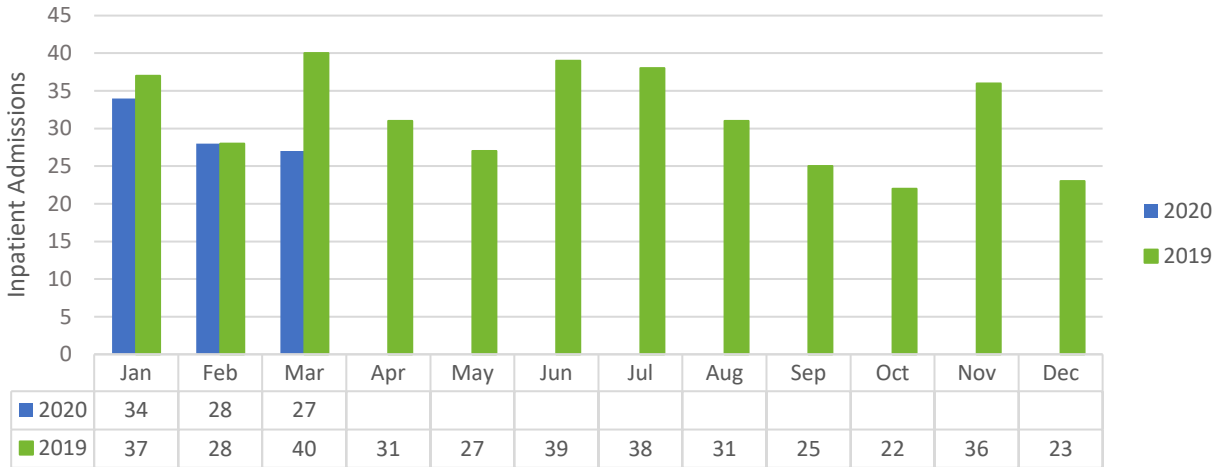
2.1

ED Resource Related Transfers



Inpatient : February

Inpatient Admission Comparison



Average Daily Census

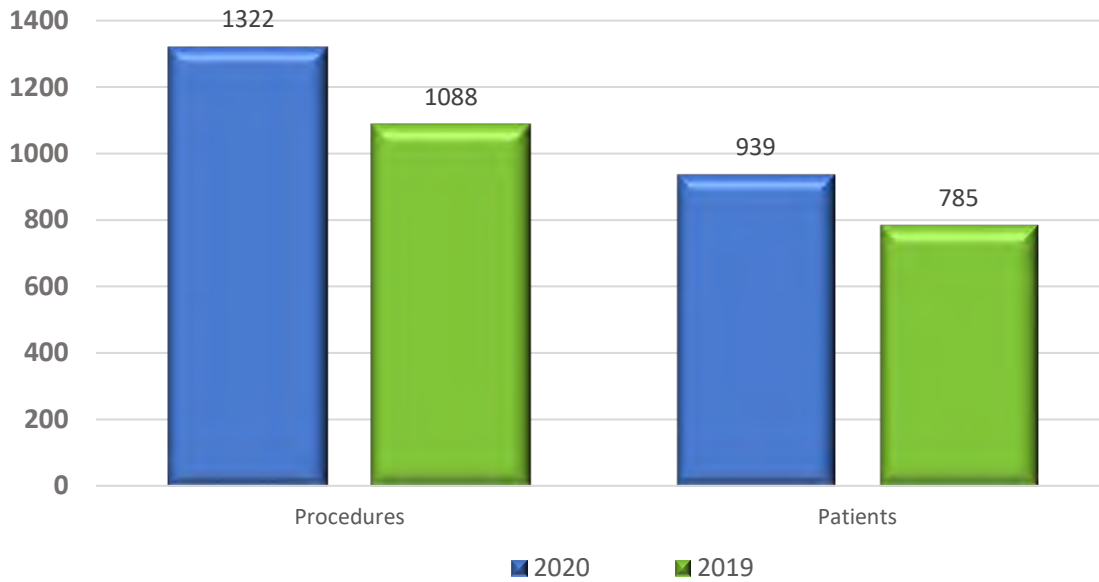
4

Average Length of Stay (in days)

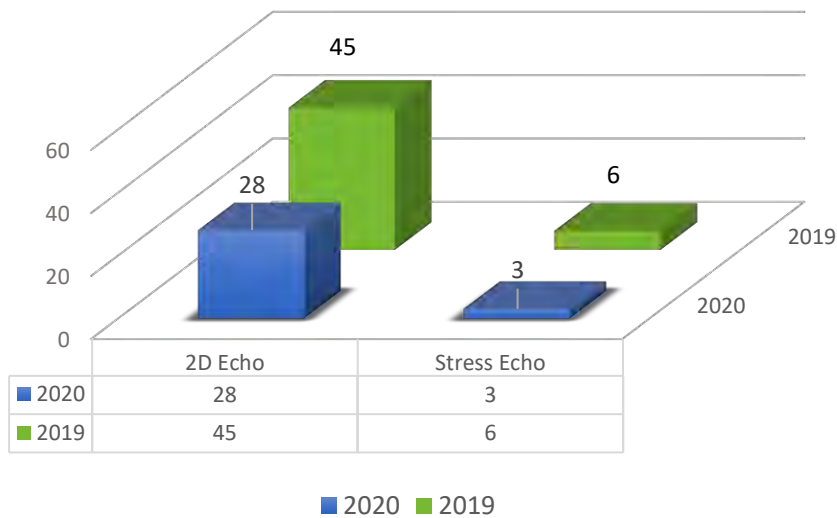
2.4

Diagnostic Imaging: February

Diagnostic Imaging Stats by Month

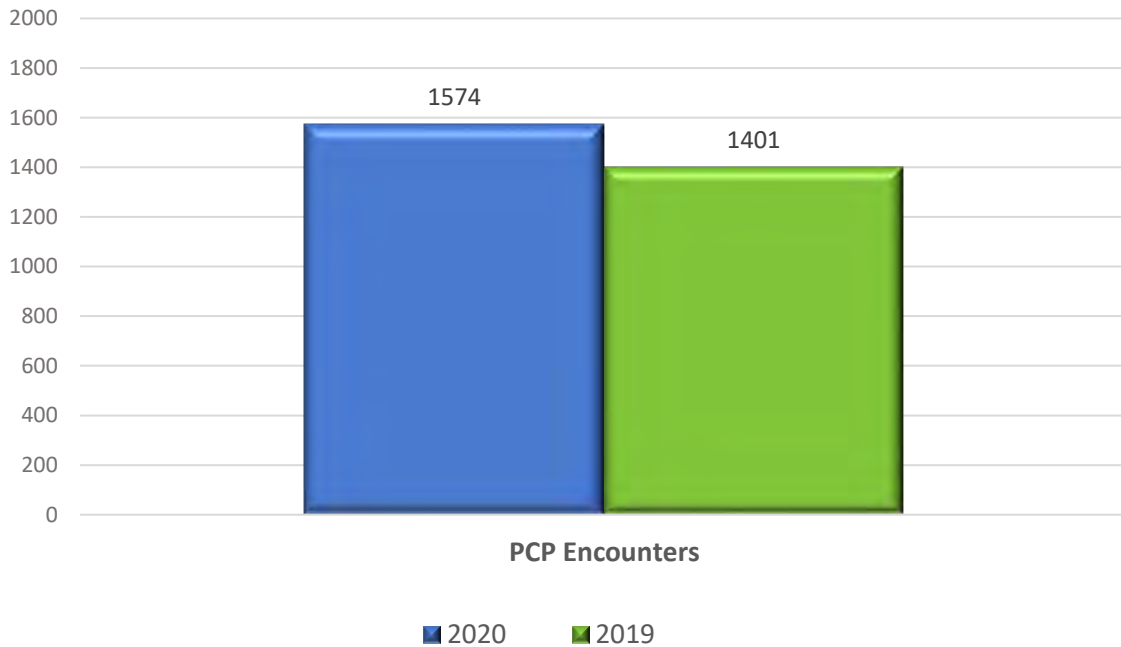


Cardiology 2D Echo & Stress by Month

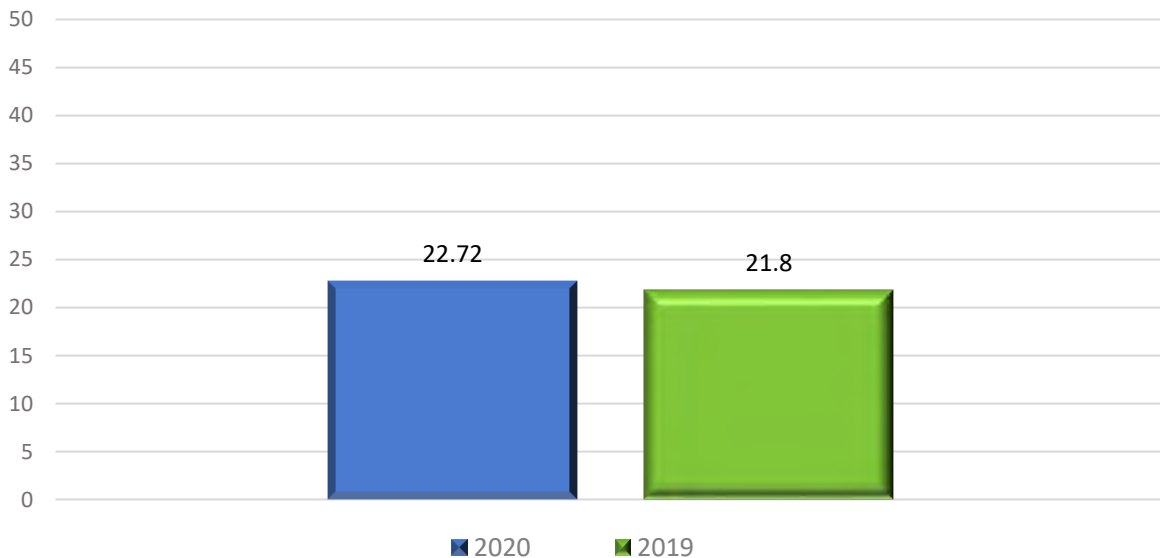


Clinic: February

Rural Health Clinic Encounters by Month

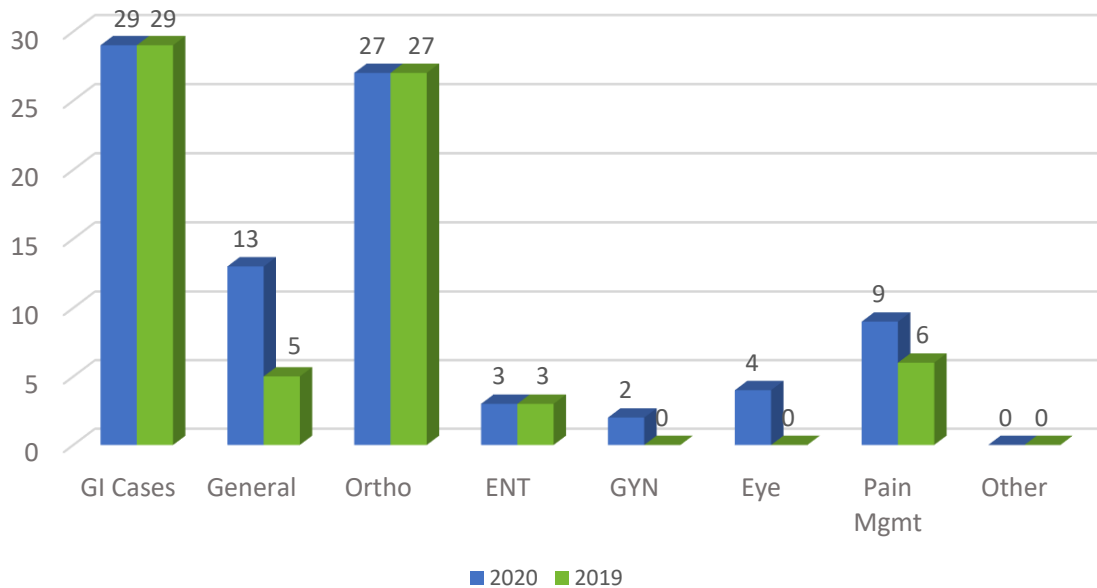


Average Daily Walk-Ins



Surgery

Surgery Cases by Month
2020 compared to 2019

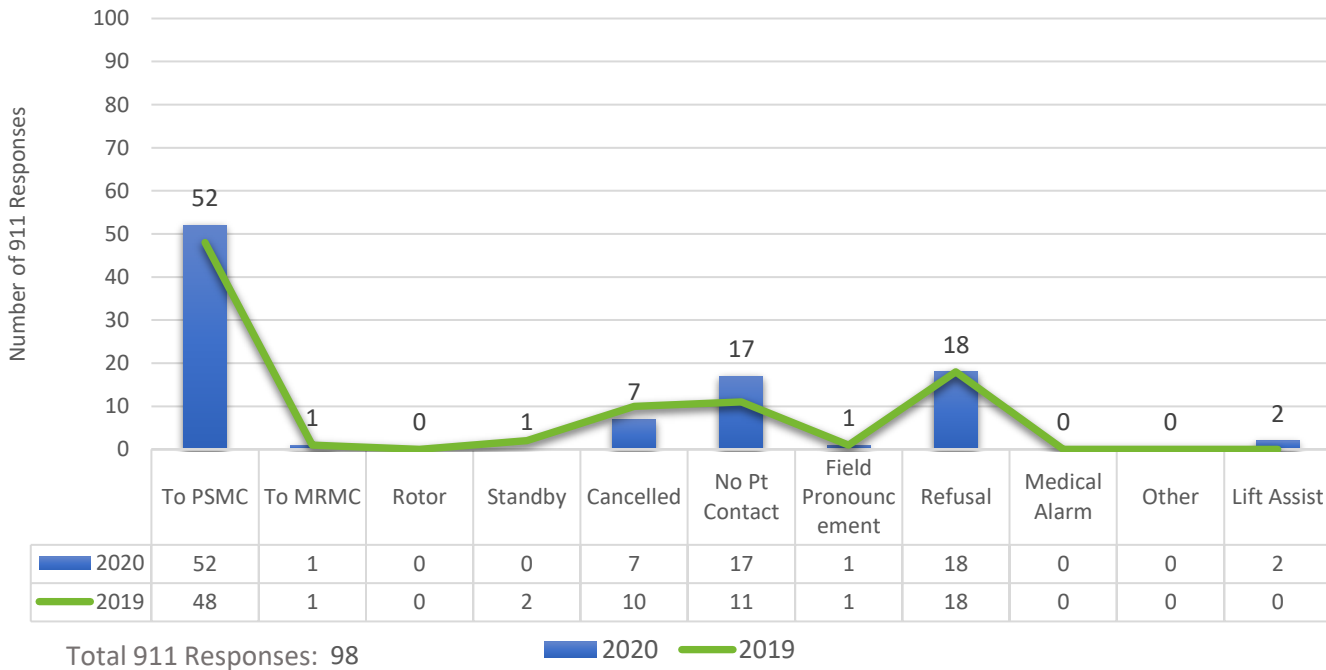




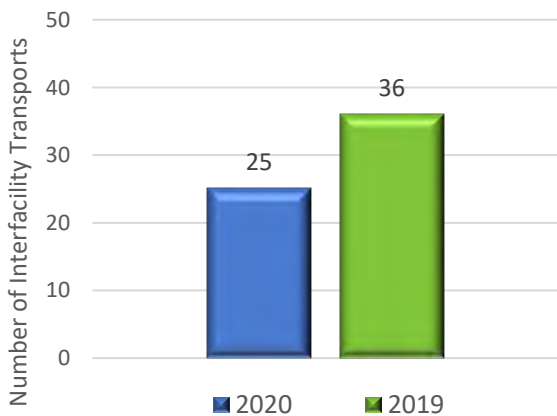
Operations Report for March 2020

EMS: March

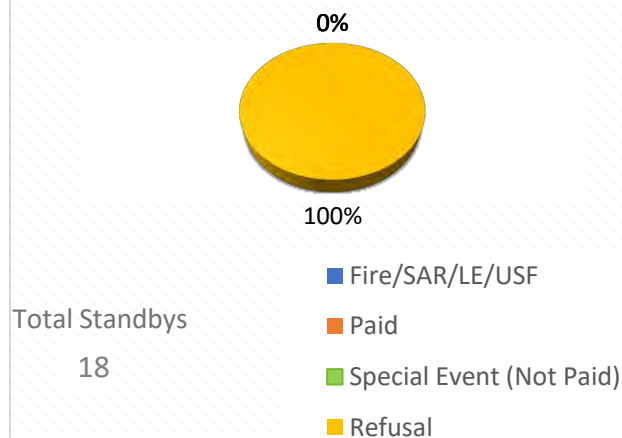
EMS 911 Response



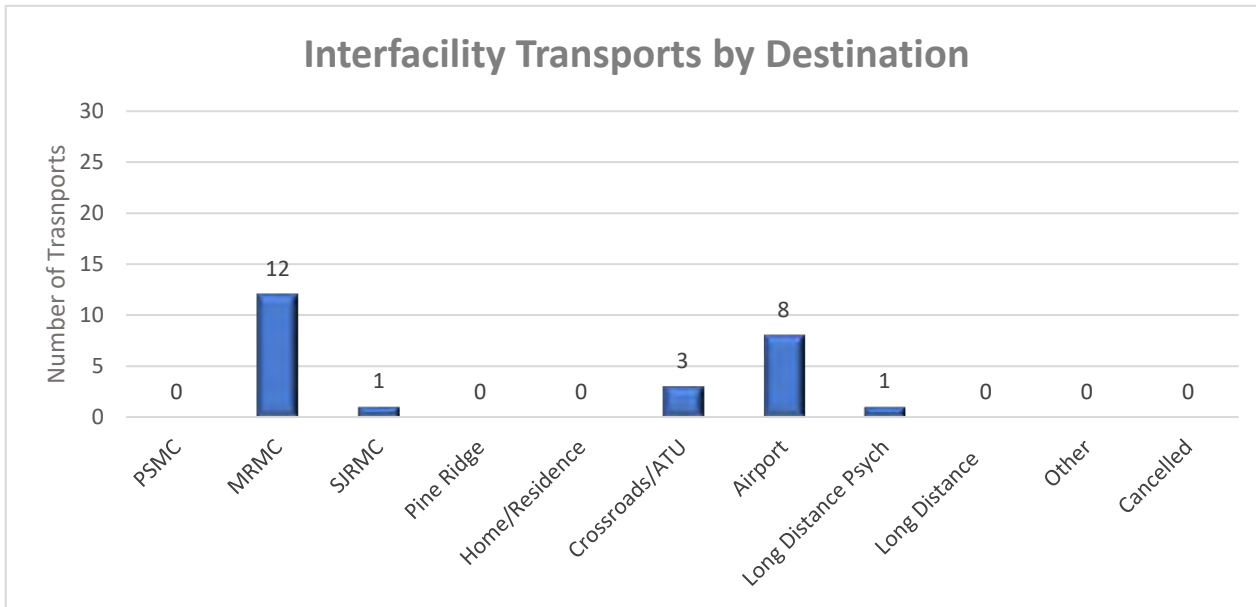
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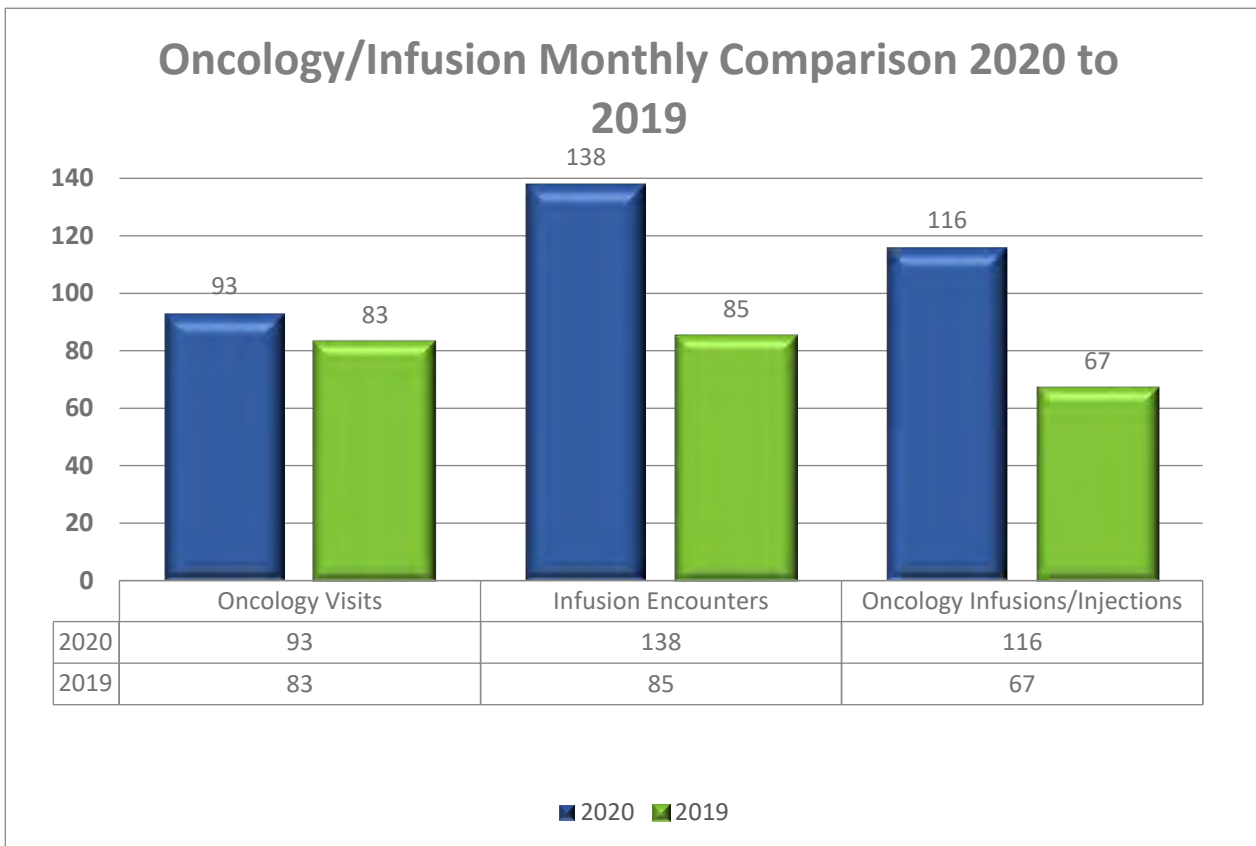
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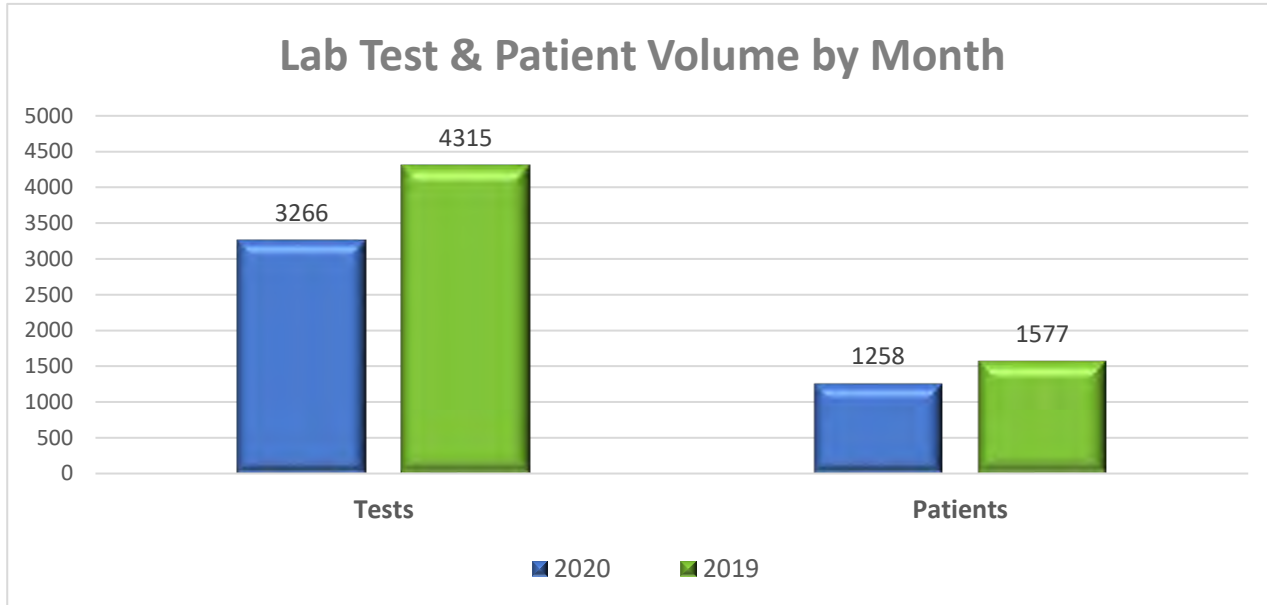
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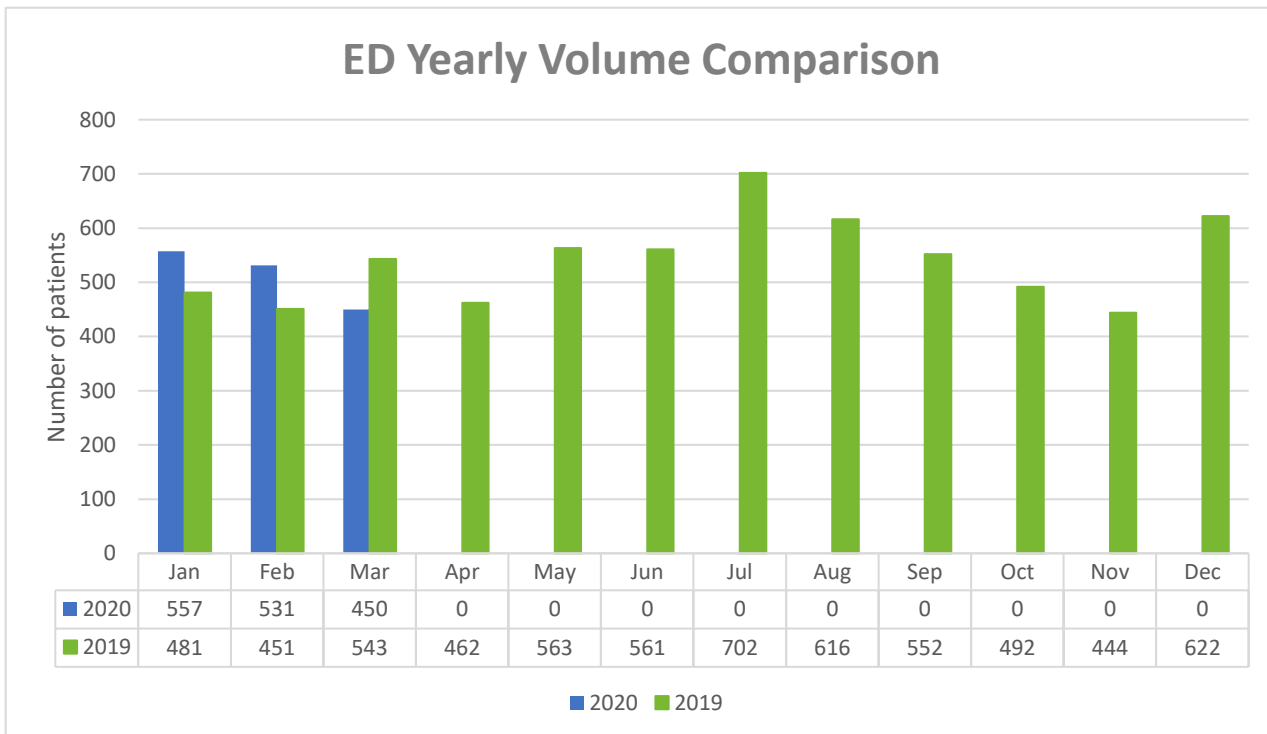
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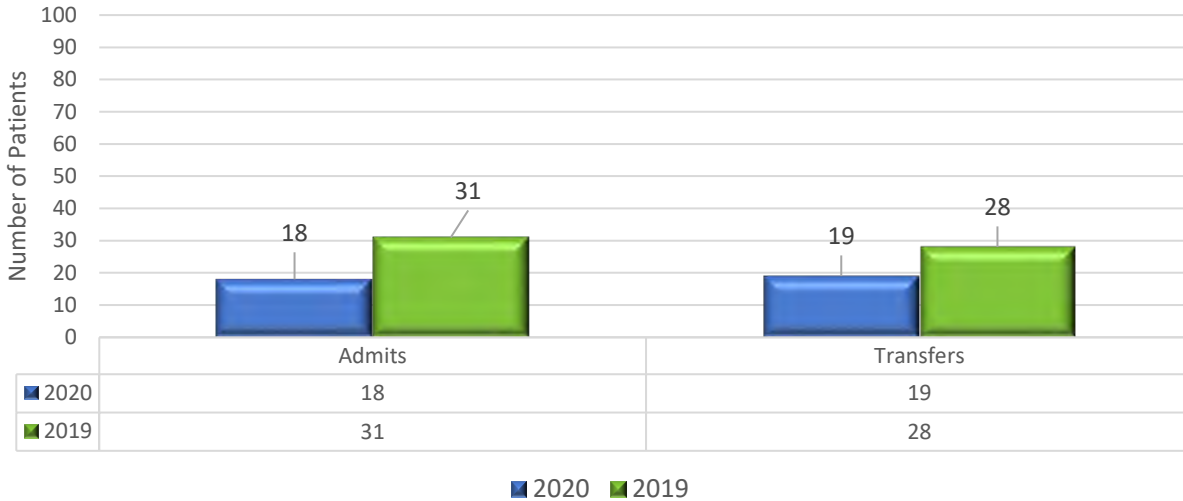


ED: March



ED: March

ED Inpatient Admissions and Transfers Monthly Comparison



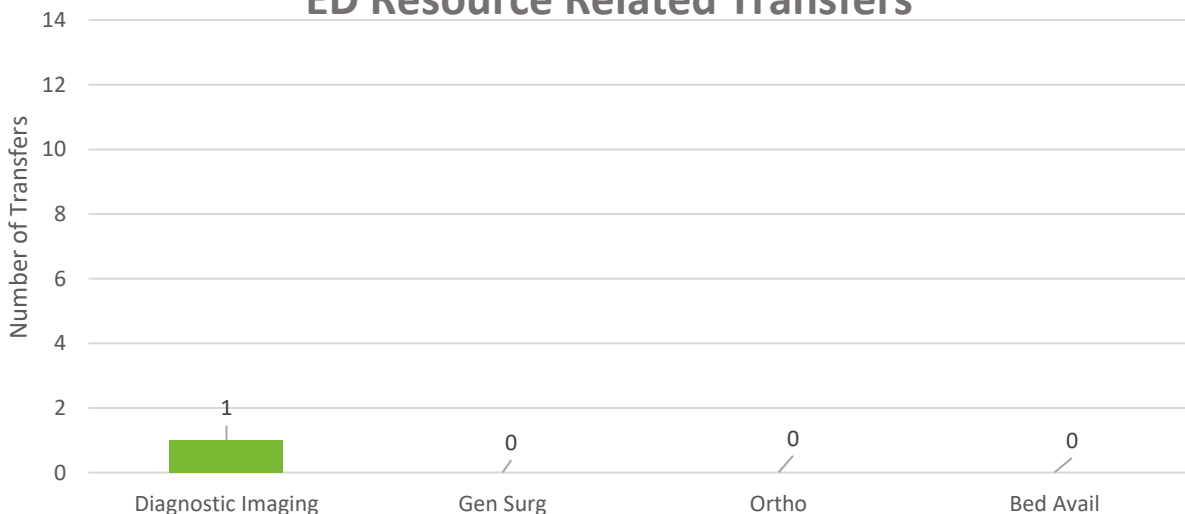
Average Daily Census

14.5

Average Length of Stay (in hours)

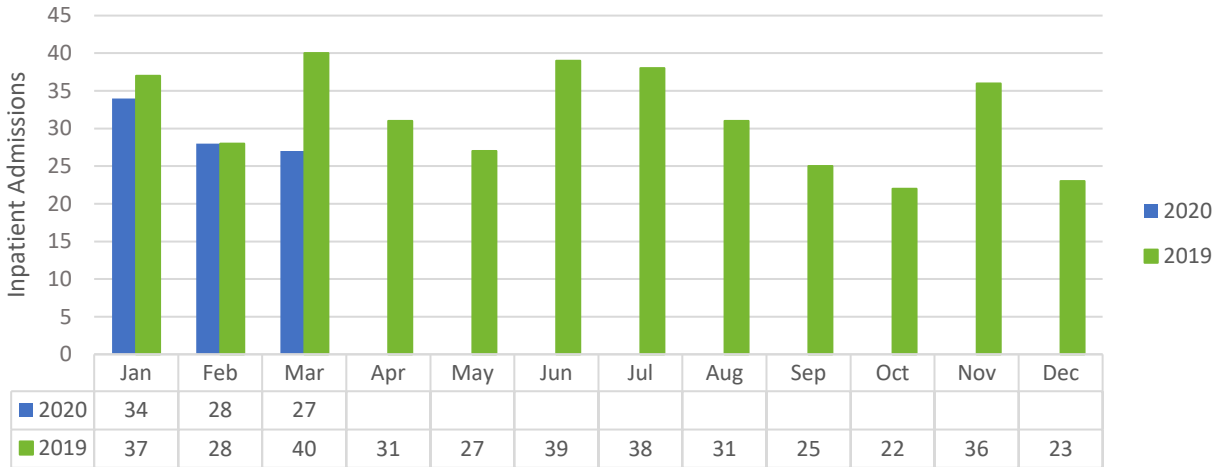
2

ED Resource Related Transfers



Inpatient : March

Inpatient Admission Comparison



Average Daily Census

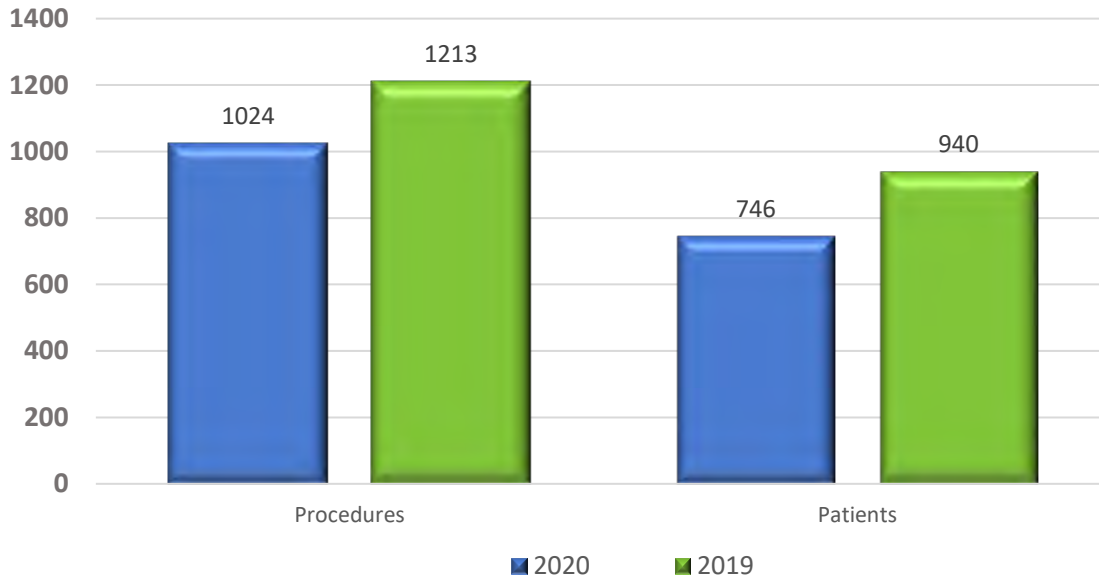
2.8

Average Length of Stay (in days)

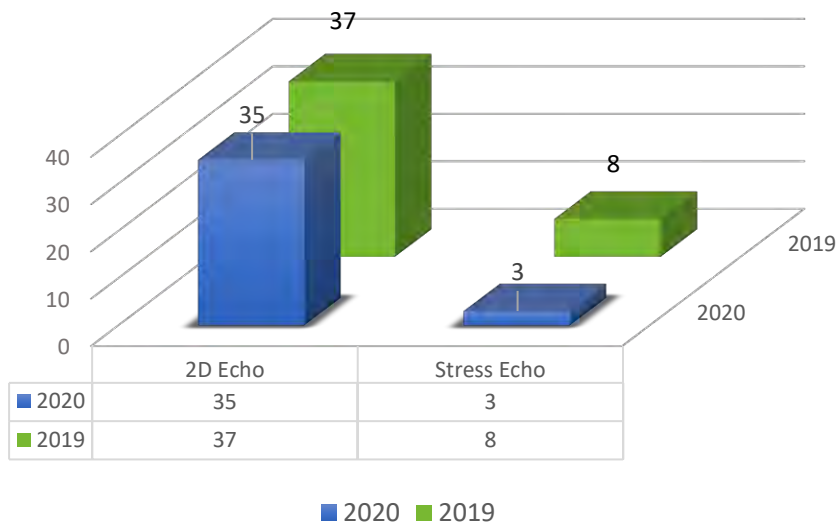
2.2

Diagnostic Imaging: March

Diagnostic Imaging Stats by Month

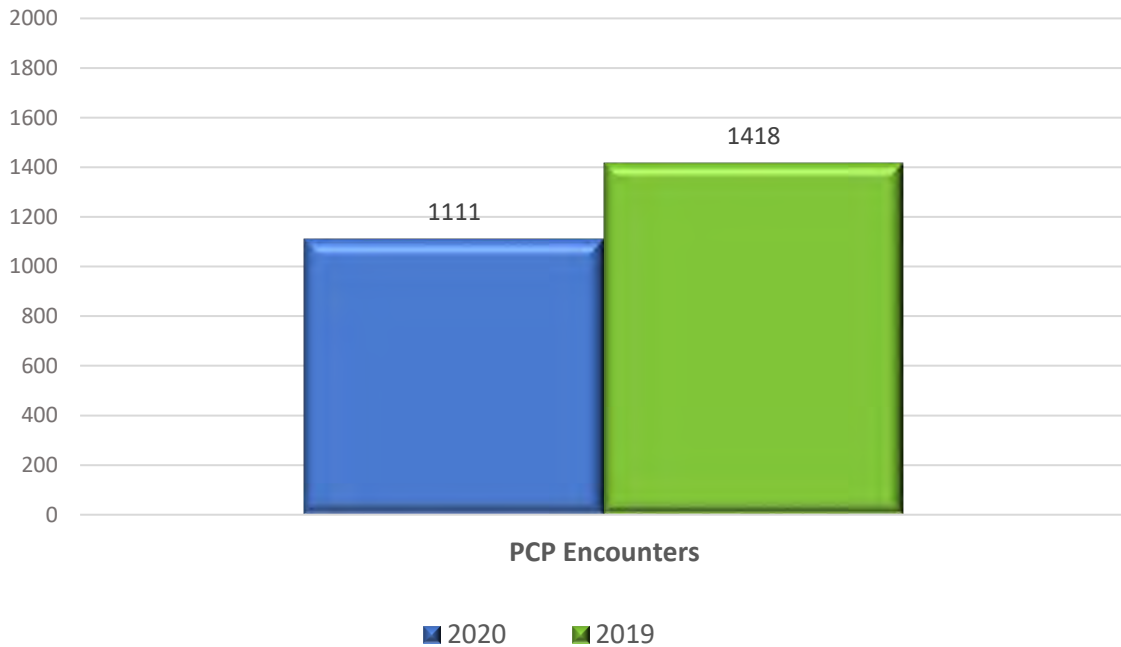


Cardiology 2D Echo & Stress by Month

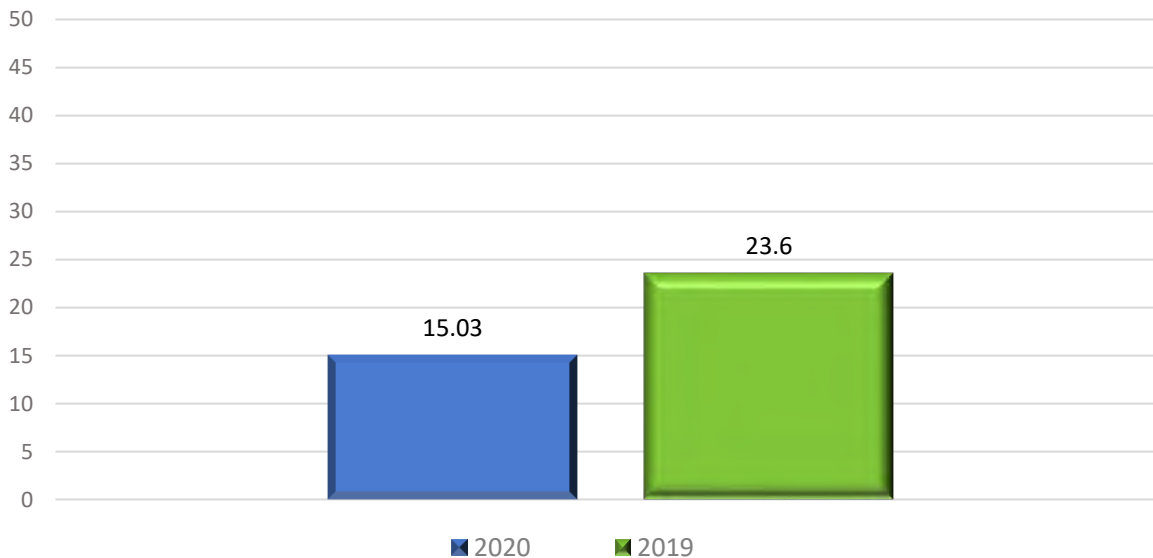


Clinic: March

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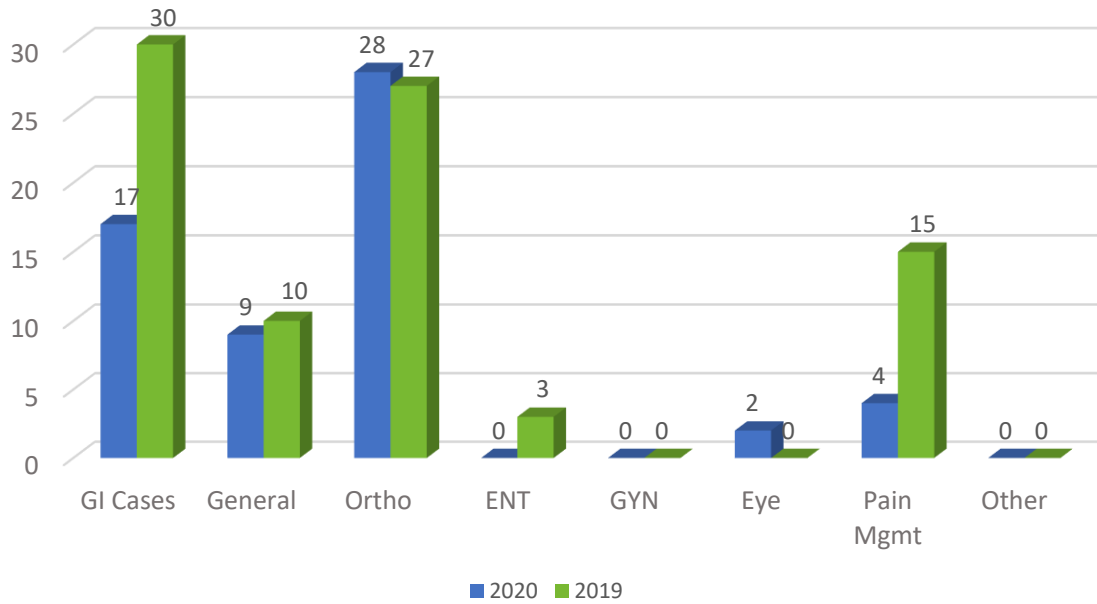


Average Daily Walk-Ins



Surgery

Surgery Cases by Month
2020 compared to 2019





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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, RALPH BATTELS
April 28, 2020**

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
120-day Extension of expiration dates for Life Support Certifications (BLS, PALS, ACLS)	During the pandemic, the AHA, EMS Training Center, and MEC have recommended a 120-day extension of expiration dates for required life support certifications.
Revised Temporary Privileges Policy	Revised Medical Staff Policy.
Revised PA, NP, and Medical Students Policy	Revised Medical Staff Policy.

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
Samuel Ahn, MD	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
Cameron Bahr, MD	Initial Appointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Sarah Beale, MD	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
Fernando Boschini, MD	Initial Appointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Ross Goldstein, MD	Initial Appointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Jonathan Holstad, MD	Initial Appointment	Telemedicine/Teleradiology	Neuroradiology & Diagnostic Radiology
Extend the appointment and privileges of the below listed providers and physicians because of extraneous circumstances due to the COVID-19 pandemic:			
Samuel Fuller, MD Luke Hoagland, MD Michael Lin, MD Gregory Reuter, MD Paul McCarthy, MD Dennis Phelps, MD Scot Potts, MD Ben Ropp, MD Eric Weed, CRNA	Extension of Appointment and Privileges through 7/28/2020	Various	Various
Marjan Bolouri, MD Kelly Borden, MD Ryan Crete, MD Elliot Dickerson, MD Andrew Olsen, MD Kathryn Olsen, MD Nishant Patel, MD Chad Bidart, MD Julie Buchner, MD Emily Lampe, MD Calvin Newsome, FNP-C	Extension of Appointment and Privileges through 8/25/2020	Various	Various

Seth-Emil Bartel, MD	Extension of Appointment and	Various	Various
Cosette Stahl, MD	Privileges through 10/13/2020		
Russell Bartt, MD			
Josh Bramble, LPC			
Gulzar Fidai, MD			
Byron Spencer, MD			
Kerri Voigts, MD			

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19

Courtesy: 22

Telemedicine: 119

Allied Health Professionals: 24

Honorary: 1

Total: 185

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

Formal Written Resolution 2020-10

April 28, 2020

WHEREAS, all 911 emergency dispatch services in Archuleta County, Colorado are provided to the community pursuant to an Intergovernmental Agreement entered into in 2009 by Pagosa Springs Medical Center, Pagosa Fire Protection District, the Town of Pagosa Springs and Archuleta County;

WHEREAS, the IGA provides for a Dispatch Executive Management Board (made up of two representatives of each entity) that governs the business and affairs of the communications center and reviews/approves an annual budget each year (the “Dispatch Board”);

WHEREAS, at its meeting on April 10, 2020, the Dispatch Board approved a lease for the Communications Center with material terms as follows:

1. Landlord: Archuleta County Board of Commissioners;
2. Tenant: Archuleta County Combined Dispatch;
3. Lease Date & Term: October 1, 2020 for ten 1-year terms; the lease starts October 1, 2020 and ends September 30, 2030 with an option for renewal of 5 additional one-year terms (consistent with TABOR, this lease is contingent upon continued availability and annual appropriation of funds by the Parties);
4. Premises: attached mapped space, 125 Harman Park;
5. Permitted Uses: Tenant may use the Premises for its operational needs including emergency communications center for 911 dispatch;
6. “Fixed” Rent: \$2,500 per month – increases every 3 years by inflation (Denver CPI);
7. Late Charges: \$100 within 10 days of the date due with interest accruing on the unpaid sums at a rate of 18% per annum;
8. Utilities/Maintenance: All utilities are included in Fixed Rent except Landlord may charge for “excessive” usage compared to other tenants. Maintenance, custodial, internet and snow removal are included;
9. Insurance:
 - a. Tenant shall maintain insurances for improvements and equipment and commercial liability insurance Landlord shall pay for building insurance for Fire, replacement, etc. Tenant is a named insured;
 - b. Note: Dispatch states all of its insurance policies are through the County (not as Landlord but as its role as an entity in Dispatch and the fiduciary);
10. Property Taxes: If any are ever due, due and owed by Landlord;

WHEREAS, the lease is consistent with PSMC’s already budget for Dispatch in 2020, the lease was entered into by the Archuleta County Combined Dispatch, not the individual parties, so that it will be subject to the provisions of the IGA; and

WHEREAS, while the lease is subject to annual appropriation (including subject to PSMC's Board annual approval of sums payable to dispatch in PSMC's annual budget), the lease is still a significant period of time (ten one-year terms) and subject to ratification by PSMC's Board.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES THAT it ratifies the approval of the Dispatch Lease made by PSMC's two representatives to the Dispatch Board.

Greg Schulte, Chairman of the USJHSD Board



MINUTES OF REGULAR BOARD MEETING
Tuesday, March 24, 2020
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 March 24, 2020, via Zoom video communications.

Directors Present: Chair Greg Schulte, Vice-Chair Matt Mees, Treasurer-Secretary Dr. King Campbell, Director Kate Alfred, Director Dr. Jim Pruitt, Director Jason Cox, and Director Karen Daniels.

Director(s) Absent: None.

1) CALL TO ORDER

- a) Call for quorum: Chair Schulte called the meeting to order at 5:40 p.m. MST and Clerk of the Board, Heather Thomas, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: There were none.
- c) Approval of the Agenda: The Board noted approval of the agenda.

2) PUBLIC COMMENT

There was none.

3) PRESENTATION

COVID-19: CEO, Dr. Rhonda Webb, presented and discussed the attached update from PSMC Incident Command regarding the COVID-19 Pandemic.
Questions were asked and answered.

4) REPORTS

a) **Oral Report**

i) Chair Report

Chair Schulte gave an update regarding the Archuleta County Combined Dispatch IGA. Chair Schulte noted a lease agreement for Dispatch to acquire the Harman House property is

currently in development and review.

ii) Contracts

Item intentionally struck from agenda. There was no report.

iii) Strategic Planning

Item intentionally struck from agenda. There was no report.

iv) CEO Report

CEO, Dr. Rhonda Webb, acknowledged PSMC employees for all of their support and work regarding the changes and challenges that have arisen due to COVID-19.

Director Dr. Pruitt asked a question regarding if there has been any information received from Colorado Hospital Association regarding potential funds that might be received from a government stimulus. CEO Dr. Webb answered.

Director Cox asked a question if employees have reported internet issues. CFO, Chelle Keplinger, answered.

Chair Schulte noted that, typically, when there is an emergency declaration and time comes for an organization to make a claim for money, usually you have to substantiate losses. Chair Schulte further noted that PSMC is doing a good job by documenting, as needed, to what losses might be.

v) HVAC Project, status report

COO-CNO, Kathee Douglas, advised the following updates:

- Equipment has been purchased and in the process of being shipped.
- An additional Zircon has been rented in which to store any equipment that has already been purchased.
- A request for an extension will be made with DOLA in case COVID-19 prevents moving forward with the project on its current timeline.
- Meetings with GE Johnson continue every-other Wednesday to assess status.

There were no questions.

vi) Finance Report

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

There were no questions.

b) Written Reports

i) Operations Report

Item intentionally struck from agenda. There was no report.

ii) Medical Staff Report

There were no questions.

5) DECISION AGENDA

a) Resolution 2020-07

CAO, Ann Bruzzese, gave an overview of the proposed resolution. Questions were asked and answered.

Vice-Chair Mees motioned to accept Resolution 2020-07 regarding Board consent to Declaration of Local Disaster Emergency, as amended including updated figures and date. Upon motion seconded by Treasurer-Secretary Dr. Campbell, the Board unanimously accepted said resolution, as amended.

b) Resolution 2020-08

Chair Schulte gave an overview of the proposed resolution.

Director Alfred motioned to accept Resolution 2020-08 regarding approval of proposed amendments to the Medical Staff Bylaws. Upon motion seconded by Director Daniels, the motion passed to accept said resolution with six affirmative votes and one no vote by Director Dr. Pruitt.

c) Resolution 2020-09

Chair Schulte gave an overview of the proposed resolution. Questions were asked and answered.

Treasurer-Secretary Dr. Campbell motioned to accept Resolution 2020-09 regarding approval of air evacuation insurance coverage for all PSMC benefit-eligible employees. Upon motion seconded by Director Alfred, the Board unanimously accepted said resolution.

6) CONSENT AGENDA

Director Cox motioned to approve the minutes of the regular meeting of 02/25/2020, and the Medical Staff report recommendations for new or renewal of provider privileges.

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

7) OTHER BUSINESS

DEO, Heather Thomas, presented an update regarding the May 5th election. Questions were asked and answered.

8) ADJOURN

There being no further business, Chair Schulte adjourned the regular meeting at 6:37 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk of the Board