



NOTICE OF REGULAR BOARD MEETING OF  
THE UPPER SAN JUAN HEALTH SERVICE DISTRICT  
d/b/a PAGOSA SPRINGS MEDICAL CENTER

Tuesday, January 26, 2021, at 5:30 PM

**BOARD ROOM LIMITED TO 10 PERSONS SO IN-PERSON MEETING IS  
LIMITED TO BOARD MEMBERS, CLERK TO BOARD, AND CEO, WITH  
ROTATING PRESENCE BY CFO, COO, CAO AND COS**

**ALL OTHERS (PUBLIC OR OTHER PSMC EMPLOYEES)  
MAY ATTEND VIA ZOOM**

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) PRESENTATION: COVID-19 and vaccines**

**4) REPORTS**

- a) **Oral Reports** (may be accompanied by a written report)
    - i) Chair Report Chair Greg Schulte
    - ii) CEO Report Dr. Rhonda Webb
- (a) [2020 Accomplishments](#)

- iii) Executive Committee Chair Schulte and V.Chair Mees
    - (a) Ad Hoc search committee
  - 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](#) Dir. Ziegler and CFO C.Keplinger
    - (a) [November Financials](#)
    - (b) [December Financials](#)
- b) **Written Reports** (*no oral report unless the Board has questions*)
- i) [Operations Report](#) COO-CNO, Kathee Douglas
  - ii) [Medical Staff Report](#) Chief of Staff, Dr. Ralph Battels

## 5) DECISION AGENDA

- 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 01/26/2021
  - b) Approval of Minutes for the following meeting(s):
    - i) [Regular Meeting of: 11/17/2020](#)
    - ii) [Special meeting of: 12/29/2020](#)
  - c) Approval of Medical Staff report recommendations for new or renewal of provider privileges.
  - d) Board Meetings in 2021: Establish [USJHSD 2021 notice-posting location\(s\) and the Board's regular meeting schedule in 2021](#).

## 7) ANNUAL BUSINESS

- a) Clerk of the Board – Annual Matters
  - i) Information Only – copy of the [Transparency Notice](#) that was filed with DOLA by the deadline of 01/15/2021 as updated on 01/22/2021.
  - ii) Board members to complete and return their [annual disclosures for conflicts of interest and gift policy and disclosure form](#).

## 8) EXECUTIVE SESSION

There will be an executive session regarding personnel matters pursuant to C.R.S. Section 24-6-402(4)(f)(I), specifically involving the annual evaluation of the CEO, who was previously informed of the meeting.

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

## 9) OTHER BUSINESS

## 10) ADJOURN

TO: Board of Directors  
 FROM: Rhonda Webb, M.D. and PSMC Administration  
 DATE: January 1, 2021  
 RE: 2020 Accomplishments

As always, this report of annual accomplishments is organized by our strategic planning goals. Due to the COVID-19 pandemic, PSMC entered into Incident Command on February 26, 2020 and has continuously operated in a state of emergency since that time. Accordingly, we have also included a list of COVID-19 specific accomplishments.

## 1. **COVID-19 PANDEMIC**

### a. **COVID Community leadership:**

- i. Assumed a leadership role in the community during the pandemic
- ii. In early March, PSMC called together and hosted the initial meeting of policy makers and stakeholders re planning a community-wide response to the pandemic.
- iii. Ongoing community education.
- iv. Ongoing participation (daily and weekly) with policy makers at state and local level.
- v. Ongoing participation (daily and weekly) with public health leadership and pandemic work groups for most current and effective response.

### b. **COVID Community Testing:** Assumed the responsibility for free community COVID-19 drive-up testing (County EOC offered a testing site a number of times and will hopefully hire an outside entity to assume this in 2021).

### c. **COVID Vaccines to the Community:** As of 12/31/2020, only 5 entities in Southwest Colorado had completed the process to be certified to administer vaccine (PSMC, Mercy, ASH, SW Memorial in Cortez and one pharmacy). While most hospitals including PSMC do not have the bandwidth to conduct the community vaccinations, PSMC has proceeded to vaccinate the community, in the priorities set by the State, as PSMC receives vaccine. As of this date, PSMC has vaccinated (the 1<sup>st</sup> of 2 doses) to all of the following persons in Archuleta County who are willing to be vaccinated:

- i. 1A: highest risk healthcare workers;
- ii. 1A: long-term care facility staff and residents (the federal government contracted with Walgreens and CVS to handle these vaccines but the anticipated timing was far too delayed; SJBPH obtained vaccine and PSMC's staff went to the local facilities and completed the vaccinations);
- iii. 1B1: healthcare workers with less direct contact (home health, hospice, pharmacy, dental, EMS); and
- iv. 1B2: firefighters, police, correctional workers, funeral workers, COVID response personnel.

As of 1/8/2021, PSMC has commenced vaccinating priority group 1B3 (Archuleta residents over the age of 70). PSMC has an on-line form to be placed on the “over 70” waiting list.

As of this date, PSMC is nearing 1,000 persons it has vaccinated (all the above groups combined) which is a significant accomplishment considering PSMC’s limited staff and the complexities of managing the vaccine including: the time constraints upon reconstitution and removal from the freezer, the required observation by clinical personnel after vaccination, the documentation in the State CIIS system to assure patients will receive their second dose and the management of waiting lists and schedules.

**d. COVID Patient Care:**

- i. Developed a plan to meet patient need in event of surge of COVID-19 patients. A surge would include 26 beds, 2 of which are ICU.
- ii. Engaged clinical staff with the latest evolving information for patient diagnosis and care.
- iii. Obtained the drug Remdesivir thereby allowing PSMC to treat inpatients with the current standard of care.
- iv. Early in the pandemic, implemented telehealth options where appropriate.
- v. Updated patient monitoring system to be able to monitor the oxygen saturation of all inpatients.

**e. COVID Lab Testing:** PSMC’s lab was relentless in managing options to get the most reliable COVID-19 testing for patients with the fastest response possible (as limited by the performing lab).

- i. Validated three molecular COVID-19 test platforms for in-house testing.
- ii. Validated serology COVID-19 test platform for in-house testing.
- iii. Processed 1,898 COVID samples in-house and sent on to the State or Lab Corp.
- iv. Colorado Hospital Association recognized PSMC Lab Manager, Craig Willeford, as a COVID superhero for his unique above-and-beyond efforts to be respond to COVID, including the speed and independence in which he brought testing to Archuleta County.

**f. COVID Supply:** The U.S. supply chain was broken in 2020, but PSMC was creative in obtaining sufficient supplies on hand to meet the new needs of a pandemic and a possible surge of COVID-19 patients. Increased gowns, gloves, masks, face shields, paprs, by an approximate amount of four times what we normally carry.

**g. COVID Infection Control (process and facility changes)**

- i. Early in the pandemic, set up an outside tent to screen all patients.
- ii. Converted the main lobby to a temporary “Hot Doc” to examine/test potentially infectious patients (this included construction of a wall and

- addition of a hand washing area – these changes were eventually taken down when achieved Clinic negative air pressure rooms).
- iii. Renovated two outpatient clinic rooms to negative air pressure for infection control and created direct access from parking.
- iv. Renovated the front entrance vestibule ceiling and air flow for infection control and to allow a station for visitor screening (replaces the original temporary tent outside).
- v. Renovated two ED rooms (Trauma 1 and 2) to negative air pressure for infection control.
- vi. Replaced carpeting in areas with vinyl flooring to improve infection control.
- vii. Installed a shed near shipping/receiving to house materials and shelter staff who are conducting drive-up COVID-19 testing.
- viii. Implemented new cleaning practices including “Clorox 360” machines.
- ix. Implemented practices to support the wellness of staff including mask wearing, screening app prior to entering the building, and thermal-imaging temperature checks of employees.
- x. Creation of dozens of new policies to address the evolving and fluctuating information about COVID-19.

#### **h. COVID and Personnel**

- i. Pivoted significant number of staff to remote work to assure continuity of services.
- ii. Restructured the role of Infection Control to effectively manage constantly evolving information regarding COVID-19 response. Role also completed substantial federal/state reporting on time (some reporting is twice daily every day).
- iii. Restructured the role of Employee Health nurse and HR to effectively manage employee screening and clearance to work.
- iv. Managed an employee manpower pool to cover a range of new roles necessitated by COVID-19.
- v. Early in the pandemic, managed cost-savings actions including voluntary reductions in hours and voluntary reductions in pay during times when services were suspended or greatly reduced due to Stay At Home Order.

#### **i. COVID and Financial Sustainability**

- i. \$1,734,031 Cares Act funds brought to the bottom line.
- ii. \$452,671 grant award from DOLA COVID relief fund
- iii. \$28,180 grant award from Colorado Hospital Association for COVID.
- iv. \$74,419 grant award from the Small Hospital Improvement Plan (SHIP) for COVID.
- v. \$3,740,044.42 - applied for and received Payroll Protection Program funds of (PSMC application for forgiveness is pending)
- vi. \$4,224,951.95 – applied for and received Medicare Accelerated payments (this is an advance that will be offset starting April 2021)

- vii. \$47,000 grant awards to PSMC's Foundation from the Governor's relief fund, Next 50, Rocky Mountain Health for COVID PPE.

j. **COVID – IC and management:**

- i. Daily meetings for Incident Command re evolving COVID information.
- ii. Week day written briefing to all employees, Board members and press.
- iii. Daily COVID reporting of supply, lab capability, patient status, hospital availability, employee wellness, etc.
- iv. Twenty-seven new COVID specific policies and 16 new COVID forms.

**2. ADVANCED CLINICAL SERVICES AVAILABLE TO PATIENTS**

a. Clinic

- i. Integrated Behavioral Health with Primary Care.
- ii. Increase access to same day outpatient walk-in care.

b. EMS

- i. Operationalized the new ambulance acquired via fundraising, grant and operational funds.

c. Facilities

- i. In addition to all the COVID projects listed above, we completed the HVAC project which included adding a new roof top unit to provide effective management of temperatures; retrofit of the existing roof top unit to better serve portions of the building; and, installation of variable valves that help to control air flow and temperatures in the building. This 8-month project resulted in a second fully functional operating room which was the most significant aspect of the project. The project was very challenging and it was completed without incident.
- ii. Completed 2,157 staff requested work orders.

d. IT

- i. Restructured vendor support to improve IT security, response time and reduce expense by more than 30%.
- ii. Completed planning and contracts to change in phone system in 2021 to reduce the disruption and latency in current call traffic (which currently goes from PS, to Denver, to LV, to PS).

e. Lab

- i. In 2020, PSMC's lab processed 19,513 patient events and performed 53,894 lab tests with 8 lab staff and 1 lab manager.
- ii. Installed biological safety cabinet providing a safer environment for lab staff performing viral tests.
- iii. Updated the finger stick INR platform which reduces PSMC's cost per test by 50%.
- iv. Entered into contracts to update chemistry analyzers; this results in almost 50% cost savings for the service contracts.

f. Radiology

- i. Entered into an agreement for the purchase of a new MRI; work underway for the modular to house the MRI.

- ii. New portable xray.
- iii. RIA radiologist on-site (Dr. Jessica Cox) helped increase PSMC patient access to ultrasound, biopsy, injections, paracentesis, and thoracentesis.
- g. Oncology and Infusion
  - i. In its third year, the Cancer Center saw steady growth from 2,343 oncology and infusion encounters in 2019 to 3,776 oncology and infusion encounters in 2020.

### **3. ADVANCED CULTURE AND TALENT**

- a. Administrative personnel remained steady:
  - i. Director of Surgical Services moved and new director, Cathy Mundt, assumed the role.
  - ii. Due to COVID-19 demands, successfully expanded to full time, the roles of infection control nurse and employee health nurse.
- b. Physicians and Advanced Practice Providers (nurse practitioners, physician assistants, certified nurse anesthetists) remained steady:
  - i. Three Clinic outpatient physicians requested a half-time schedule and we took the actions to accommodate those changes.
  - ii. Long-time employee Rachel Liverett successfully advanced to a nurse practitioner and she is now an additional part-time Clinic provider.
  - iii. Long-time emergency department physician Michelle Flemmings requested to semi-retire and reduce her work to PRN services; PSMC was able to accommodate this with the addition of Dr. Daniel Renner to the emergency department physician team.
  - iv. Oncologist Dr. Tjan moved away and Dr. Bill Jordan continued to lead patient care in PSMC's Cancer & Infusion Center. A full-time oncologist is starting in 2021.

### **4. ADVANCED PSMC'S REVENUE CYCLE AND FINANCIAL GOALS**

- a. PSMC's days cash on hand at the end of the year in 2019 was 62.5 days and, despite COVID-19 and the limitations on services in March, April and May (as well as in the fall for the HVAC renovation project), the days cash on hand at the end of 2020 is 61.1 days. For purposes of the bond covenants, PSMC easily meets its days of cash on hand obligation, as the figure of 61.1 days cash on hand *excludes* the following PSMC cash on hand described on the Balance Sheet as: (1) \$4,224,952 advance from Medicare (offsets begin in April of 2021); (2) \$3,740,044 PPP funds (loan forgiveness is anticipated but not yet awarded); and (3) \$3,358,784 Cares Act Funds not yet applied to expenditures but likely will be prior to the end of 2021.
- b. Held steady with net income despite COVID (gross revenues decreased from 2019 to 2020 due to periods when services were limited – mostly during March, April, May for COVID as well as September for the HVAC project). PSMC's audited net income in 2019 was \$1,188,620 and PSMC's unaudited net income for 2020 was \$2,282,574.
- c. Reduced Gross A/R including DNFB reduced by: \$2,829,274
- d. Reduced Gross A/R days by: 18.62 days

- e. Decreased billed A/R (less DNFB) by: \$2,461,852
- f. Decreased billed A/R days by: 16.20
- g. Decreased billed A/R over 90 days by: 10.08%
- h. Decreased insurance billed A/R over 90 days: 6.95%
- i. Implemented 3M grouper which improves coding and ability to calculate Medicaid EAPG.
- j. Implemented interface between self-pay vendor and Cerner.
- k. Hospital price transparency tool live on 12/31/20.
- l. Successfully moved from paper process to paperless process in the general ledger (Multi-View) resulting in efficiency in closing each month (this also allowed for remote working for COVID).
- m. Implemented new budget software which created efficiencies for planning by managers and leadership.
- n. Completed successful annual audit with the added challenge of remote document review and meetings due to COVID-19.
- o. Outsourced release of medical information at not cost to PSMC but reduced expense by one FTE.

#### **5. ADVANCED PSMC'S COMPLIANCE**

- a. All life-safety requirements are met and inspections are current.
- b. Secured CLIA license for 2 additional years.
- c. PSMC completed all obligations of the Resolution Agreement with the Office of Civil rights related to a 2013 HIPAA violation (this matter is now closed).

#### **6. ADVANCED QUALITY AND PATIENT SAFETY**

- a. Successfully met HTP goals. Further, there is now a Rural Support Fund that has resulted from HTP. PSMC staff was instrumental in lobbying for financial support for the complications and strains on rural hospitals to implement HTP. CHA then helped to support. There is now a fund that rural hospitals can apply for support to HTP goals. PSMC was the first in Colorado to apply and it will be determined in 2021 if we are awarded the approximate \$700,000 for which we applied.
- b. Initiated population health quality programs with primary care that improve patient care and earn financial reward (Human, United Health, Anthem).
- c. Refined antibiotic stewardship program to meet Quality metrics for full points – this improves patient care and earns financial reward.
- d. Successfully submitted HQIP in April; for second year in a row, PSMC earned 100% on all metrics.
- e. Successfully submitted for other Quality programs: MIPS, MBQIP and SHIP.
- f. With all the extra work associated with COVID, our staff remained up-to-date on its compliance training at a rate of approximately 90%.

#### **7. ADVANCED PLANNING FOR THE FUTURE**

- a. Worked with Board Strategic Planning Committee to develop draft plan that was presented to the Board; community engagement on hold due to COVID-19.
- b. Entered into ten-year agreement with Cerner for stability.



- c. Completed capital replacement plan.
- d. Groundwork planning completed for Facility replacement needs.
- e. Groundwork planning completed for oxygen generation system.
- f. Groundwork planning underway to determine 3D mammography facility renovations.



**Finance Committee & CFO Report for the  
USJHSD Board Meeting on January 19, 2021**

This report provides a summary of the discussions of the Board's Finance Committee that met on January 19, 2021. Present at the meeting were committee members: King Campbell, Mark Ziegler, Mark Floyd and Chris Hopkins. Also present at the meeting were: Rhonda Webb, CEO, Chelle Keplinger, CFO, Ann Bruzzese, CAO, Debbie Campbell, Dir. of Revenue Cycle, and Steve Wagoner, Controller.

The Finance Committee reviewed the financials for November and December 2020. As budgeted and predicted, November net income was a loss. PSMC ended 2020 with a strong month for patient revenues; in addition, PSMC applied CARES Act stimulus as "other revenues" for applicable COVID-19 expenses/costs in 2020. PSMC ends 2020 with annual net income of just over 2.2 million, a strong cash position, and significantly reduced accounts receivable.

The Finance Committee commended staff for an excellent year-end result especially considering: (1) the reductions in services caused by COVID-19 (most significantly in March, April and May), (2) the reduction of surgery services during the fall HVAC renovation project, and (3) the increased expenses for supply, facility renovations for infection control, and additional personnel (employee health, infection control, facility screening, testing, and vaccinations). The Finance Committee also commended staff for its efforts to obtain grants and stimulus funding to assist with COVID-19 related expenses. Finally, the Finance Committee recognized the commendable efforts of billing staff to reduce gross days of accounts receivable from 63 days to 42.8 days.

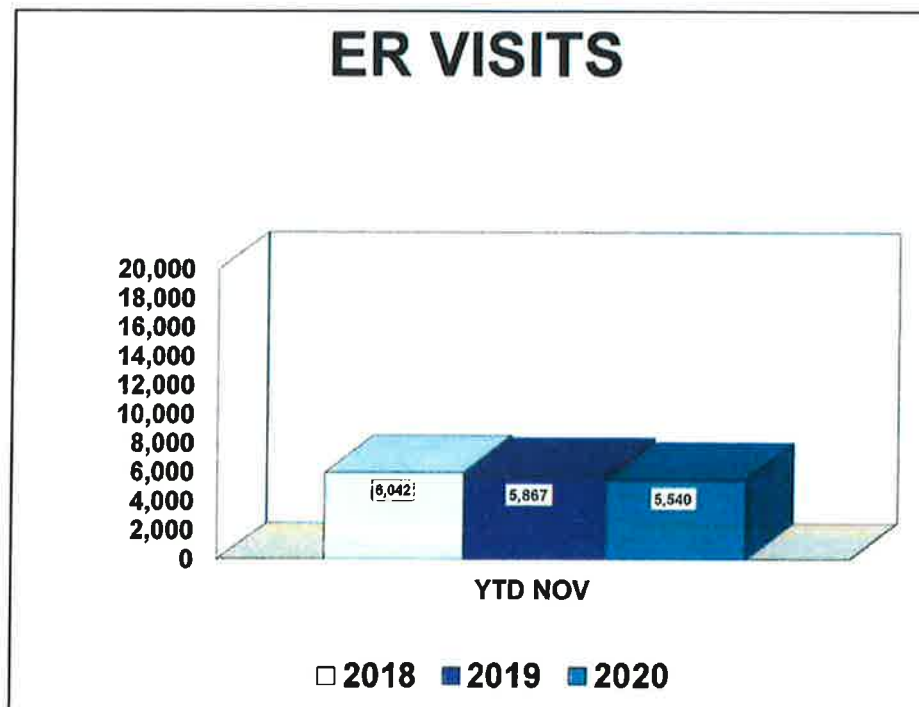
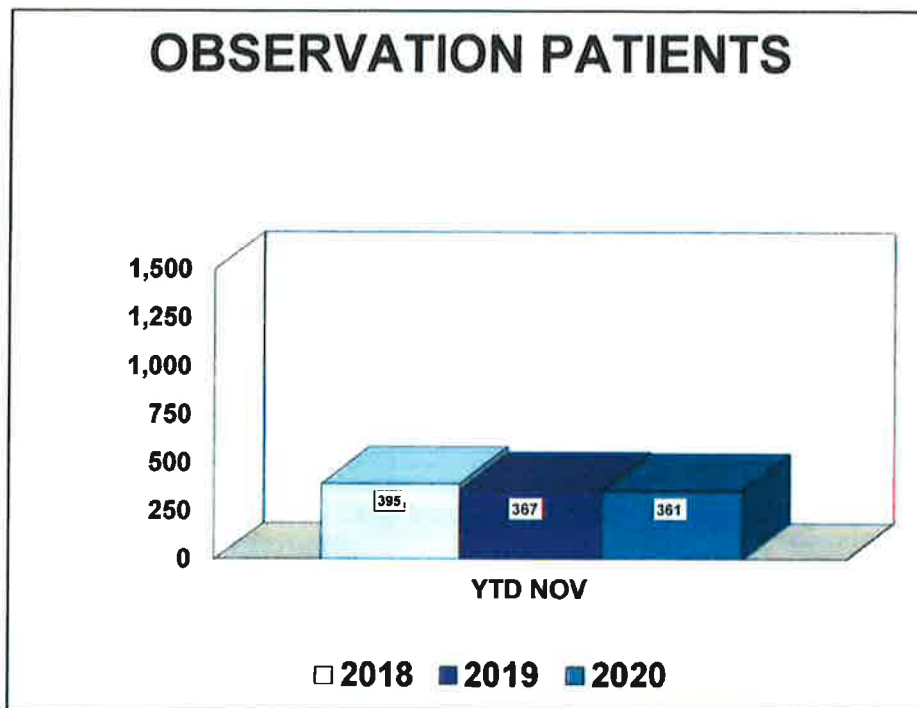
The Finance Committee recommends the Board to accept the financials for November and December 2020.

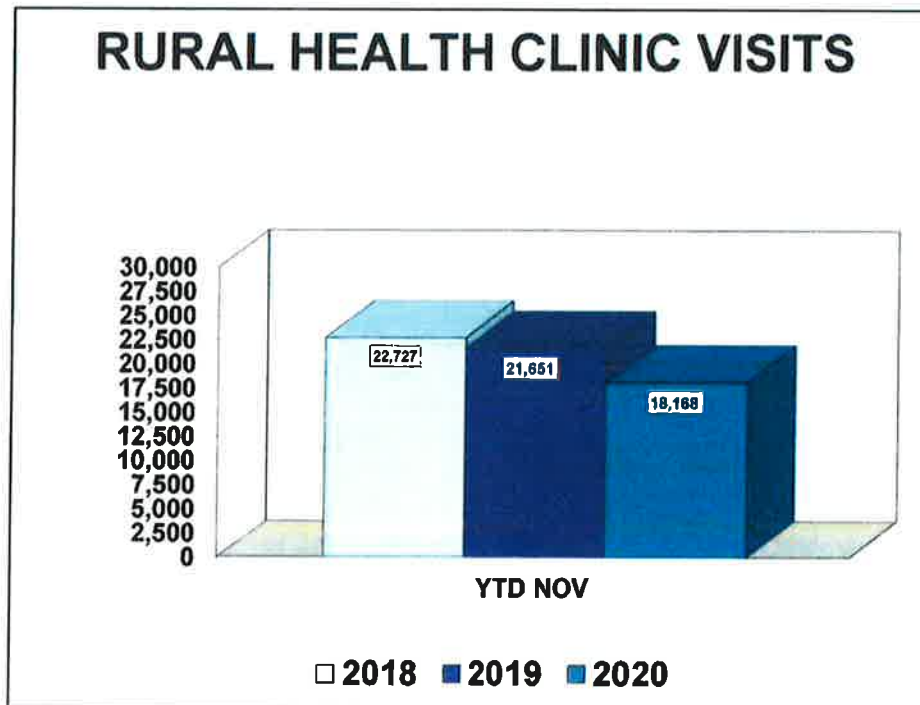
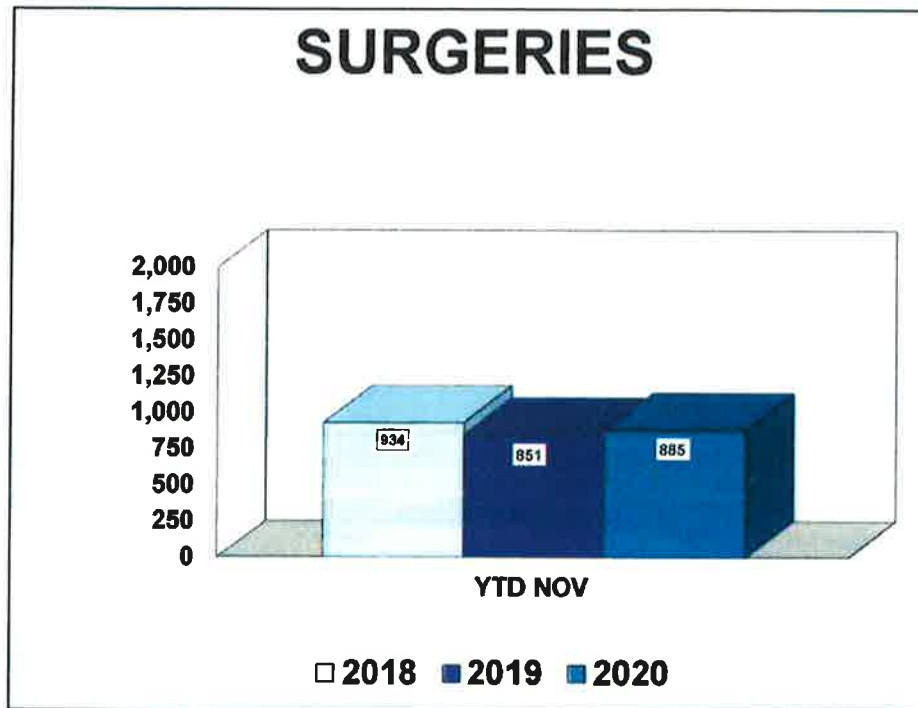


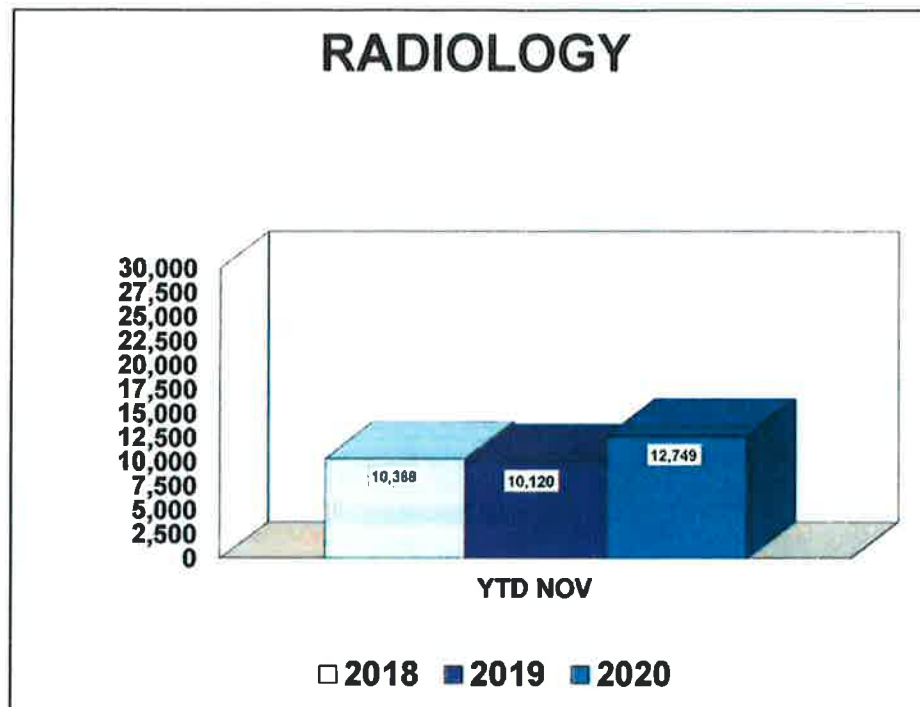
## FINANCIAL PRESENTATION YTD NOVEMBER 2020

### PATIENT DAYS



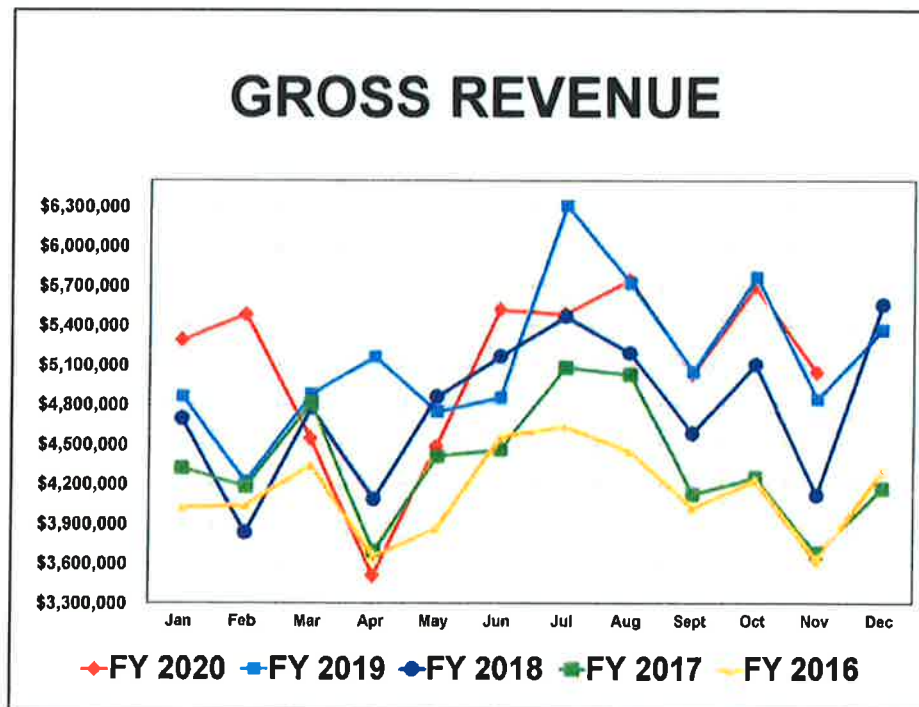
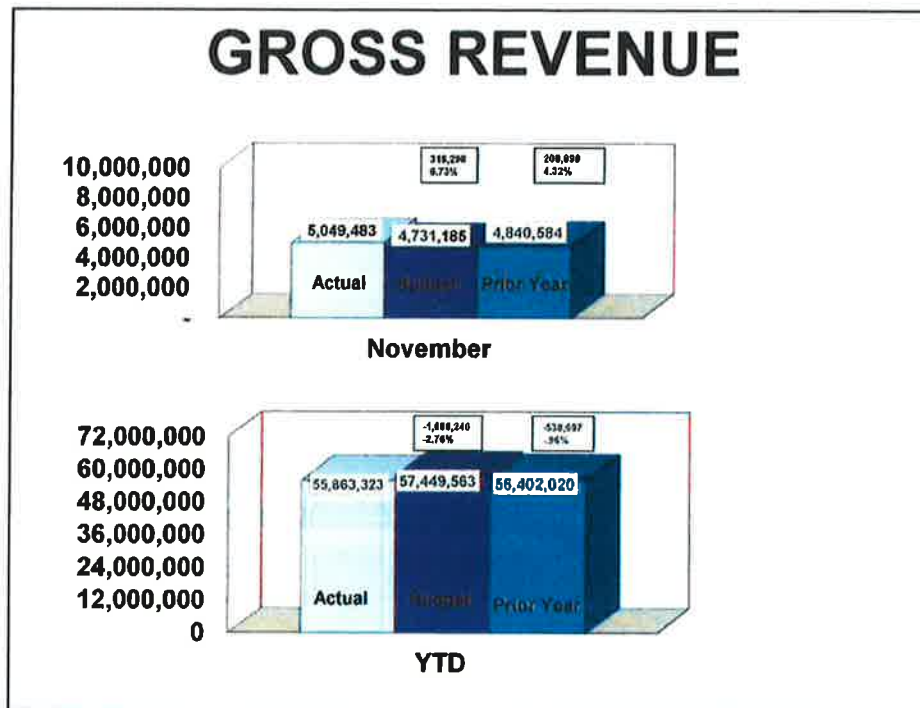


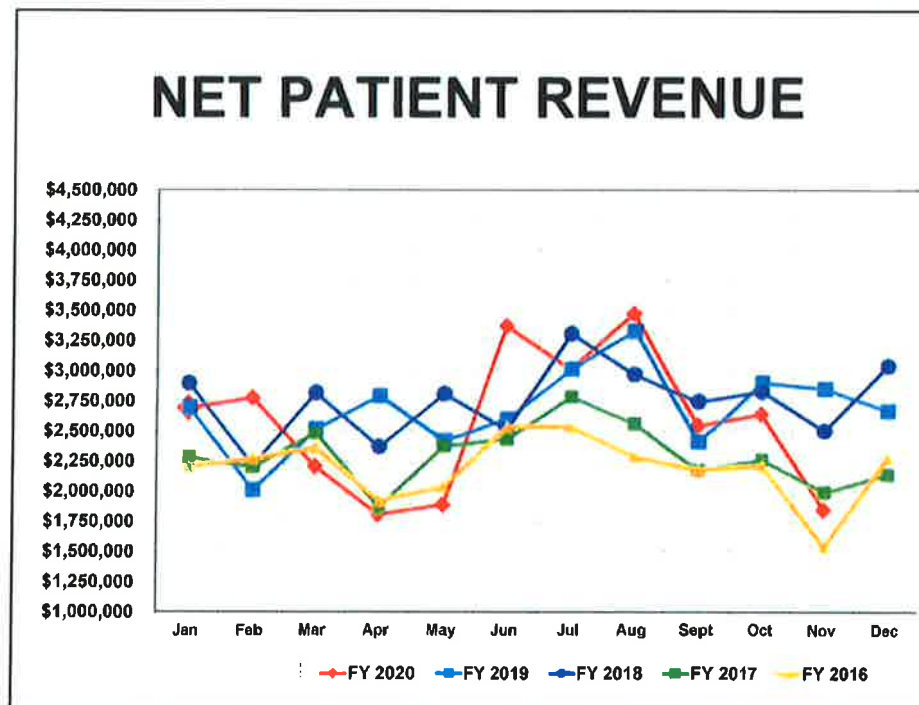
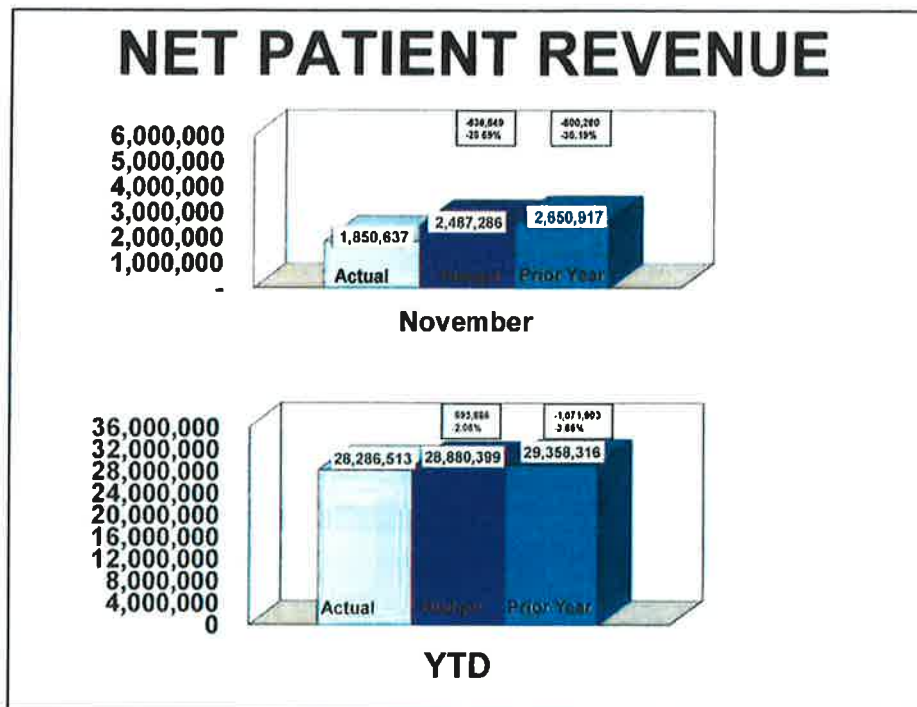




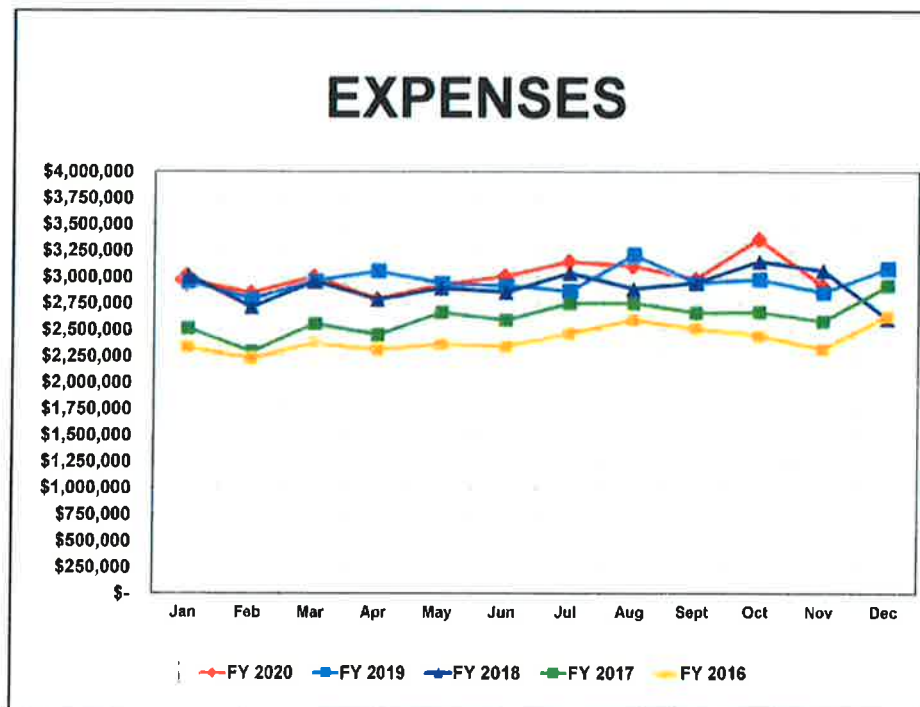
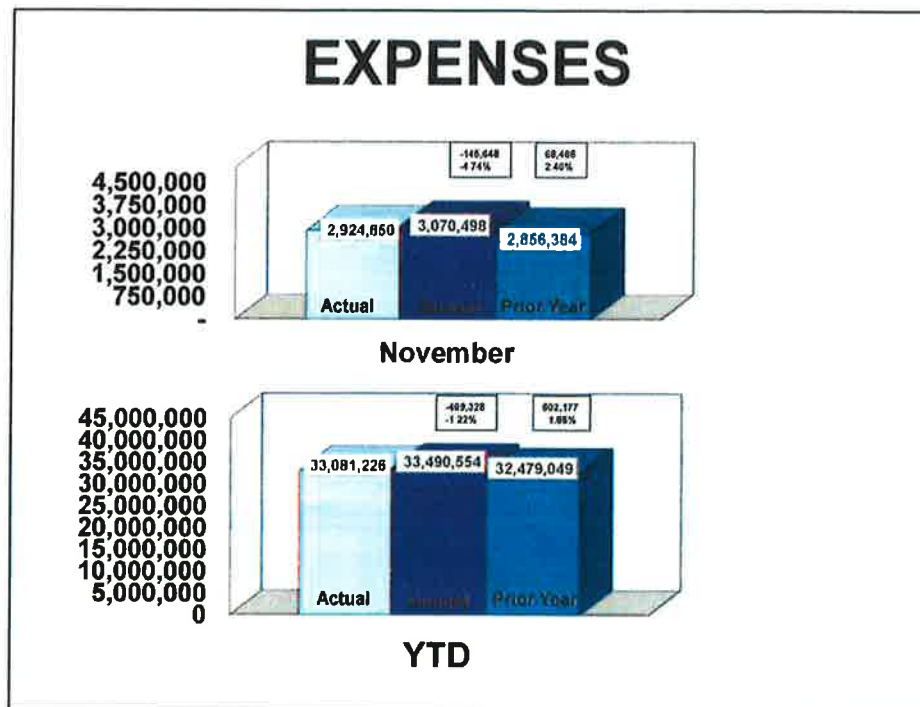
## Summary of Financials

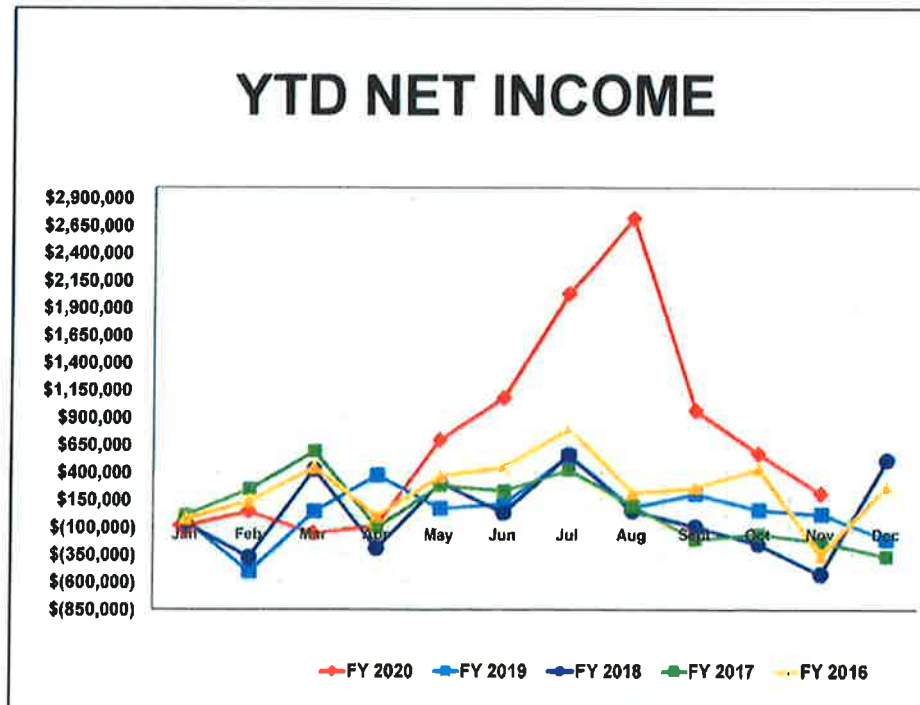
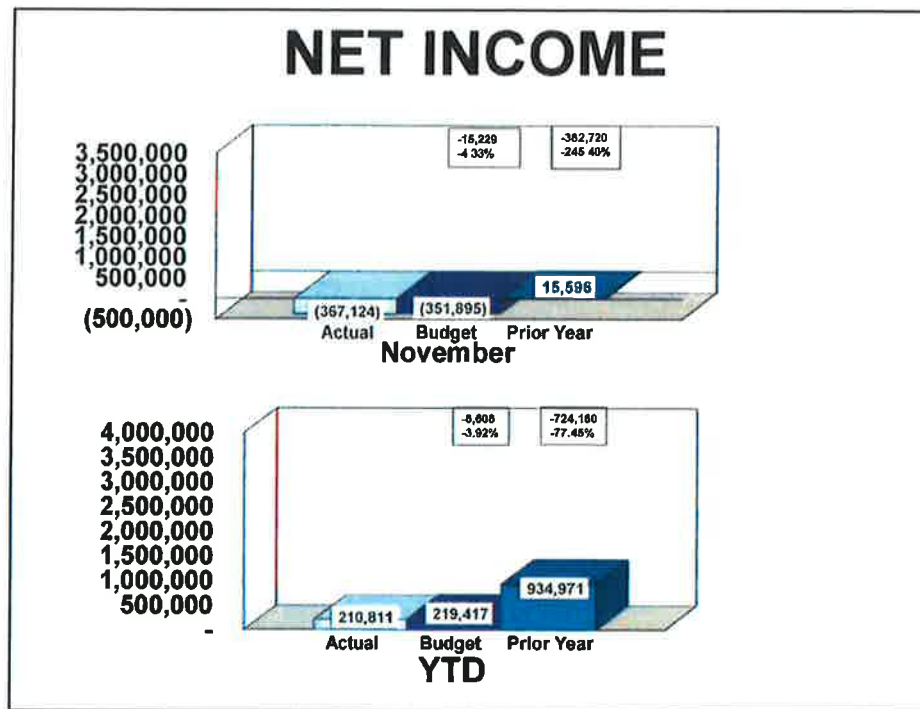
	October
Gross Revenue	\$ 5,698,941
Net Revenue	\$ 2,643,191
Expenses	\$ 3,365,923
Grants, 340B and Tax Revenue	\$ 330,052
Grants and 340B and Stimulus	\$ 306,775
Tax Revenue	\$ 23,277
Net Income	\$ -392,660







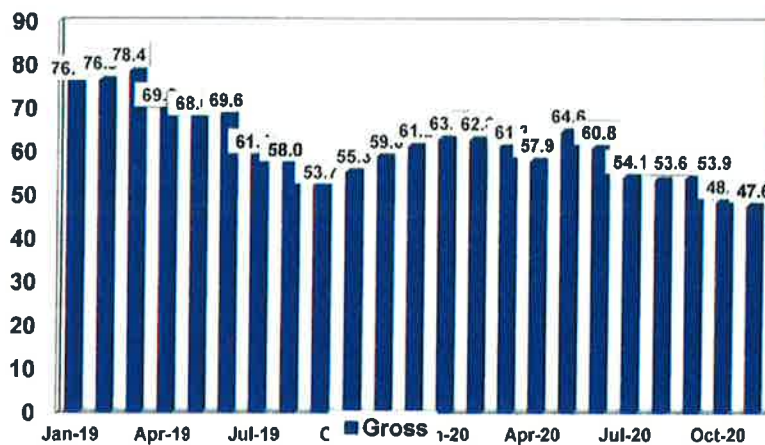




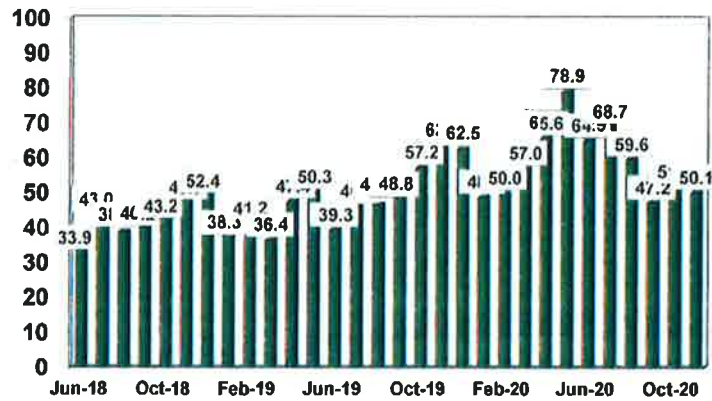
## Summary of Financials

	November
Gross Revenue	\$ 5,049,483
Net Revenue	\$ 1,850,637
Expenses	\$ 2,924,850
Grants, 340B and Tax Revenue	\$ 707,089
Grants and 340B and Stimulus	\$ 690,931
Tax Revenue	\$ 16,158
Net Income	\$ -367,124

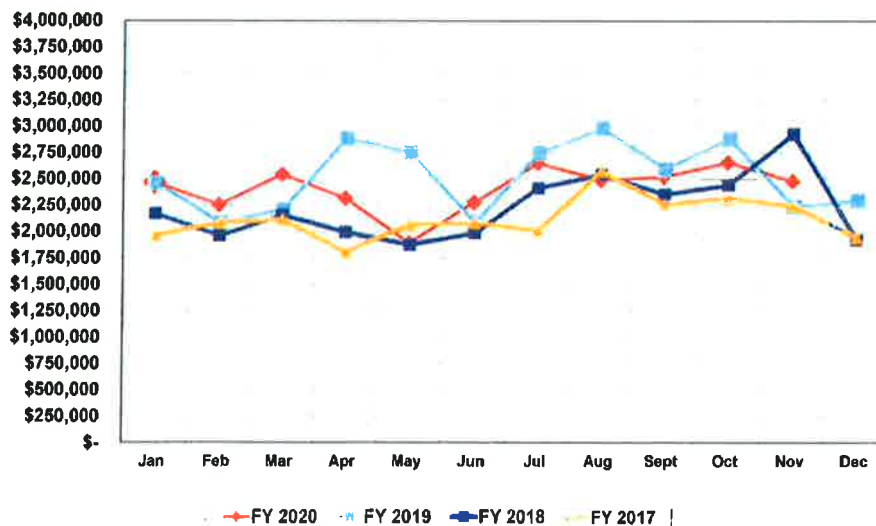
## GROSS DAYS IN ACCOUNTS RECEIVABLE



## DAYS CASH ON HAND



## CASH COLLECTIONS



## Pagosa Springs Medical Center

ORAL REPORTS 4.a.vii.(a).

## Income Statement - - - November 30, 2020

Page 1

		Current Month				Year-to-Date			
		2020	Budget	Difference	Variance	2020	Budget	Difference	Variance
	Revenue								
7	Total In-patient Revenue	654,536	442,887	211,649	48%	4,376,963	5,193,277	(816,314)	-16%
17	Total Out-patient Revenue	4,022,089	3,839,872	182,217	5%	47,325,638	45,605,930	1,719,708	4%
18	Professional Fees	372,858	448,426	(75,568)	-17%	4,160,722	6,650,356	(2,489,634)	-37%
20	Total Patient Revenue	5,049,483	4,731,185	318,298	7%	55,863,323	57,449,563	(1,586,240)	-3%
21	Revenue Deductions & Bad Debt								
22	Contractual Allowances	3,915,169	2,246,035	1,669,134	74%	28,894,723	27,497,255	1,397,468	5%
23	Charity	28,247	61,308	(33,061)	-54%	71,941	885,248	(813,307)	-92%
24	Bad Debt	(534,523)	195,365	(729,888)	-374%	920,240	2,831,872	(1,911,632)	-68%
25	Provider Fee & Other	(210,047)	(258,809)	48,762	-19%	(2,310,094)	(2,645,211)	335,117	-13%
26	Total Revenue Deductions & Bad Debt	3,198,846	2,243,899	954,947	43%	27,576,810	28,569,164	(992,354)	-3%
27	Total Net Patient Revenue	1,850,637	2,487,286	(636,649)	-26%	28,286,513	28,880,399	(593,886)	-2%
28	Grants	534,782	-	534,782		1,373,725	1,036,000	337,725	33%
28.5	HSS Stimulus Other Revenue	-	-	-		-	-	-	
29	Other Operating Income - Misc	156,149	219,319	(63,170)	-29%	2,002,071	2,473,235	(471,164)	-19%
30	Total Net Revenues	2,541,568	2,706,605	(165,037)	-6%	31,662,309	32,389,634	(727,325)	-2%
31	Operating Expenses								
32	Salary & Wages	1,519,132	1,574,920	(55,788)	-4%	17,294,238	17,557,290	(263,052)	-1%
33	Benefits	212,968	344,224	(131,256)	-38%	3,030,199	3,623,416	(593,217)	-16%
35	Professional Fees/Contract Labor	29,750	34,892	(5,142)	-15%	320,038	309,836	10,202	3%
36	Purchased Services	177,185	179,188	(2,003)	-1%	1,688,696	1,976,091	(287,395)	-15%
37	Supplies	507,857	394,679	113,178	29%	5,226,861	4,367,219	859,642	20%
38	Rent & Leases	38,495	35,520	2,975	8%	404,386	418,729	(14,343)	-3%
39	Repairs & Maintenance	38,170	46,465	(8,295)	-18%	496,051	516,481	(20,430)	-4%
40	Utilities	23,298	47,721	(24,423)	-51%	330,913	510,966	(180,052)	-35%
41	Insurance	27,212	23,775	3,437	14%	300,027	280,191	19,836	7%
42	Depreciation & Amortization	149,118	174,149	(25,031)	-14%	1,626,747	1,690,487	(63,740)	-4%
43	Interest	86,874	87,158	(284)	0%	978,021	917,810	60,211	7%
44	Other	114,791	127,807	(13,016)	-10%	1,385,047	1,322,039	63,009	5%
45	Total Operating Expenses	2,924,850	3,070,498	(145,648)	-5%	33,081,226	33,490,554	(409,329)	-1%
46	Operating Revenue Less Expenses	(383,282)	(363,893)	(19,389)	5%	(1,418,917)	(1,100,920)	(317,996)	29%
47	Non-Operating Income								
48	Tax Revenue	16,158	11,998	4,160	35%	1,313,201	1,170,337	142,864	12%
49	Donations	-	-	-		316,527	150,000	166,527	111%
50	Total Non-Operating Income	16,158	11,998	4,160	35%	1,629,728	1,320,337	309,391	23%
51	Total Revenue Less Total Expenses	\$ (367,124)	\$ (351,895)	\$ (15,229)	4%	\$ 210,811	\$ 219,417	\$ (8,605)	-4%

## Income Statement Comparison - - - November 30, 2020

Page 2

	2020	Current Month 2019	Difference	Variance	2020	Year-to-Date 2019	Difference	Variance
<b>Revenue</b>								
7 Total In-patient Revenue	654,536	627,346	27,190	4%	4,376,963	5,094,747	(717,784)	-14%
17 Total Out-patient Revenue	4,022,089	3,762,132	259,957	7%	47,325,638	45,269,787	2,055,851	5%
18 Professional Fees	372,858	451,106	(78,248)	-17%	4,160,722	6,037,486	(1,876,764)	-31%
20 <b>Total Patient Revenue</b>	<b>5,049,483</b>	<b>4,840,584</b>	<b>208,899</b>	<b>4%</b>	<b>55,863,323</b>	<b>56,402,020</b>	<b>(538,697)</b>	<b>-1%</b>
21 Revenue Deductions & Bad Debt								
22 Contractual Allowances	3,915,169	2,262,794	1,652,375	73%	28,894,723	25,825,259	3,069,464	12%
23 Charity	28,247	29,651	(1,404)	-5%	71,941	716,586	(644,645)	-90%
24 Bad Debt	(534,523)	144,464	(678,987)	-470%	920,240	3,335,797	(2,415,557)	-72%
25 Provider Fee & Other	(210,047)	(247,242)	37,195	-15%	(2,310,094)	(2,833,938)	523,844	-18%
26 Total Revenue Deductions & Bad Debt	3,198,846	2,189,667	1,009,179	46%	27,576,810	27,043,704	533,106	2%
27 <b>Total Net Patient Revenue</b>	<b>1,850,637</b>	<b>2,650,917</b>	<b>(800,280)</b>	<b>-30%</b>	<b>28,286,513</b>	<b>29,358,316</b>	<b>(1,071,803)</b>	<b>-4%</b>
28 Grants	534,782	1,135	533,647	47017%	1,373,725	87,205	1,286,520	1475%
28.5 HSS Stimulus Other Revenue	-	-	-	-	-	-	-	-
29 Other Operating Income - Misc	156,149	203,991	(47,842)	-23%	2,002,071	2,248,238	(246,167)	-11%
30 <b>Total Net Revenues</b>	<b>2,541,568</b>	<b>2,856,043</b>	<b>(314,475)</b>	<b>-11%</b>	<b>31,662,309</b>	<b>31,693,759</b>	<b>(31,450)</b>	<b>0%</b>
<b>Operating Expenses</b>								
32 Salary & Wages	1,519,132	1,521,213	(2,081)	0%	17,294,238	17,041,907	252,331	1%
33 Benefits	212,968	254,950	(41,982)	-16%	3,030,199	3,003,172	27,027	1%
35 Professional Fees/Contract Labor	29,750	15,586	14,164	91%	320,038	228,330	91,708	40%
36 Purchased Services	177,185	166,856	10,329	6%	1,688,696	1,995,590	(306,894)	-15%
37 Supplies	507,857	401,424	106,433	27%	5,226,861	4,405,720	821,141	19%
38 Rent & Leases	38,495	37,556	939	3%	404,386	480,920	(76,534)	-16%
39 Repairs & Maintenance	38,170	45,057	(6,887)	-15%	496,051	495,413	638	0%
40 Utilities	23,298	39,515	(16,217)	-41%	330,913	433,531	(102,618)	-24%
41 Insurance	27,212	23,733	3,479	15%	300,027	290,058	9,969	3%
42 Depreciation & Amortization	149,118	151,850	(2,732)	-2%	1,626,747	1,712,100	(85,353)	-5%
43 Interest	86,874	89,912	(3,038)	-3%	978,021	1,015,662	(37,641)	-4%
44 Other	114,791	108,732	6,059	6%	1,385,047	1,376,646	8,401	1%
45 <b>Total Operating Expenses</b>	<b>2,924,850</b>	<b>2,856,384</b>	<b>68,466</b>	<b>2%</b>	<b>33,081,226</b>	<b>32,479,049</b>	<b>602,177</b>	<b>2%</b>
46 <b>Operating Revenue Less Expenses</b>	<b>(383,282)</b>	<b>(341)</b>	<b>(382,941)</b>	<b>112299%</b>	<b>(1,418,917)</b>	<b>(785,290)</b>	<b>(633,627)</b>	<b>81%</b>
<b>Non-Operating Income</b>								
48 Tax Revenue	16,158	15,937	221	1%	1,313,201	1,204,450	108,751	9%
49 Donations	-	-	-	-	316,527	515,811	(199,284)	-39%
50 <b>Total Non-Operating Income</b>	<b>16,158</b>	<b>15,937</b>	<b>221</b>	<b>1%</b>	<b>1,629,728</b>	<b>1,720,261</b>	<b>(90,533)</b>	<b>-5%</b>
51 <b>Total Revenue Less Total Expenses</b>	<b>\$ (367,124)</b>	<b>\$ 15,596</b>	<b>\$ (382,720)</b>	<b>-2454%</b>	<b>\$ 210,811</b>	<b>\$ 934,971</b>	<b>(724,160)</b>	<b>-77%</b>

<b>Pagosa Springs Medical Center</b>
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<b>Balance Sheet - - - November 30, 2020</b>
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<b>Page 3</b>
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	Current Month	Prior Month		Current Month	Prior Month
<b>Assets</b>			<b>Liabilities</b>		
<b>Current Assets</b>			<b>Current Liabilities</b>		
Cash					
Operating	\$ 2,745,257	\$ 3,170,479	Accts Payable - System	\$ 832,521	\$ 574,871
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	1,164,222	1,121,337
Bond Funds - 2016 Bonds	250,570	36	Cost Report Settlement Res	(722,707)	(972,707)
Bond Funds - 2006	1,710,533	1,706,467	Wages & Benefits Payable	1,880,794	1,821,530
Capital Escrow	-	-	Deferred Revenue	1,833	1,833
COVID PPP	3,740,044	3,740,044	COVID PPP Short Term Loan	3,740,044	3,740,044
Relief Fund Cash Restricted	5,092,815	5,092,815	Relief Fund Liability	5,092,815	5,092,815
Medicare Accelerated Pmt	4,224,952	4,224,952	Medicare Accelerated Pmt Liab	4,224,952	4,224,952
Total Cash	18,642,902	18,813,524	Current Portion of LT Debt-2006	320,000	320,000
			Current Portion of LT Debt-2016	320,000	320,000
Accounts Receivable			Total Current Liabilities	16,854,474	16,244,675
Patient Revenue - Net	2,872,894	3,458,434			
Other Receivables	961,755	669,617			
Total Accounts Receivable	3,834,649	4,128,051	<b>Long-Term Liabilities</b>		
			Leases Payable	86,505	91,959
Inventory	1,600,546	1,586,755	Equipment Lease (Wells Fargo)	158,485	167,058
			Bond Premium (Net) - 2006	220,208	221,320
Total Current Assets	24,078,097	24,528,330	Bond Premium (Net) - 2016	129,569	129,994
			Bonds Payable - 2006	8,385,000	8,385,000
<b>Fixed Assets</b>			Bonds Payable - 2016	9,600,000	9,600,000
Property Plant & Equip (Net)	7,047,866	7,165,630	Total Long-Term Liabilities	18,579,767	18,595,331
Electronic Health Record (Net)	-	-			
Clinic Expansion	13,377,405	13,377,405	<b>Net Assets</b>		
Work In Progress	1,751,184	942,124	Un-Restricted	10,934,548	10,934,548
Land	101,000	101,000	Current Year Net Income/Loss	210,811	577,935
Total Fixed Assets	22,277,455	21,586,159	Total Un-Restricted	11,145,359	11,512,483
<b>Other Assets</b>			Restricted		
Prepays & Other Assets	224,048	238,000	Total Net Assets	11,145,359	11,512,483
Total Other Assets	224,048	238,000			
<b>Total Assets</b>	<b>\$ 46,579,600</b>	<b>\$ 46,352,489</b>	<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 46,579,600</b>	<b>\$ 46,352,489</b>

Monthly Trends															Page 4
	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	YTD Total	
Activity	30	31	31	29	31	30	31	30	31	31	30	31	30		
2 In-Patient Admissions	38	18	38	28	31	17	17	21	15	20	21	18	34	335	
3 In-Patient Days	91	48	93	71	67	48	39	58	42	49	51	56	84	260	
4 Avg Stay Days (In-patients)	2.4	2.7	2.4	2.5	2.2	2.8	2.3	2.8	2.8	2.5	2.4	3.1	2.5	658	
														2.5	
5 Swing Bed Admissions	0	0	0	0	0	0	0	0	0	0	0	1	0		
6 Swing Bed Days	0	0	0	0	0	0	0	0	0	0	0	3	0	1	
7 Avg Length of Stay (Swing)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	0.0	3	
														3.0	
8 Average Daily Census	3.0	1.5	2.9	2.4	2.2	1.6	1.3	1.9	1.4	1.6	1.7	1.9	2.8	2.0	
Statistics															
9 E/R visits	444	622	590	576	484	307	447	495	571	572	559	506	433	5,540	
10 Observ Hours	24	41	962	885	721	477	438	713	713	464	400	409	564	6,746	
11 Lab Tests	1,433	1,566	5,250	5,111	4,447	3,197	4,479	5,761	5,687	5,455	5,286	5,598	5,256	55,527	
12 Radiology/CT/MRI Exams	780	862	1,425	1,371	1,223	632	711	1,234	1,335	1,277	1,218	1,268	1,055	12,749	
14 OR Cases	59	82	82	86	65	51	82	104	77	85	65	99	89	885	
15 Clinic Visits	1,778	1,838	2,100	1,987	1,488	1,126	1,340	1,671	1,725	1,638	1,620	1,832	1,641	18,168	
16 Spec. Clinic Visits	183	175	242	149	176	188	152	186	218	178	198	144	162	1,993	
17 Oncology Clinic Visits	69	65	117	96	156	55	94	130	112	143	140	138	111	1,292	
18 Oncology/Infusion Patients	59	71	98	111	117	152	178	179	116	132	170	133	138	1,524	
19 Infusion Patients	50	60	64	67	131	88	53	56	37	37	39	36	45	653	
20 EMS Transports	94	86	114	136	116	73	105	100	128	122	124	123	78	1,219	
21 Total Stats	4,973	5,468	11,044	10,506	9,013	6,346	8,079	10,629	10,719	10,103	9,819	10,286	9,572	106,296	



## Pagosa Springs Medical Center - - - Statistical Review

## Statistical Review

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2020	November			November				November Prior Y-T-D				
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D	Budget	Variance	Y-T-D	Actual	Prior Y-T-D Actual	Difference	Variance
<b>In-Patient</b>												
Admissions:												
Acute	34	32	2	260		370	(110)	260		357	(97)	-27%
Swing Bed	-	1	(1)	1		11	(10)	1		4	(3)	-75%
Total	34	33	1	261		381	(120)	261		361	(100)	-28%
Patient Days:												
Acute	84	90	(6)	657		1,053	(396)	657		986	(329)	-33%
Swing Bed	-	3	(3)	3		33	(30)	3		8	(5)	-63%
Total	84	93	(9)	660		1,086	(426)	660		994	(334)	-34%
Average Daily Census:												
# Of Days	30	30		335		335		335		334		
Acute	2.8	3.0	(0.2)	2.0		3.1	(1.2)	2.0		3.0	(1.0)	-35%
Swing Bed	-	0.1	(0.1)	0.0		0.1	(0.1)	0.0		0.0	(0.0)	-63%
Total	2.8	3.1	(0.3)	2.0		3.2	(1.3)	2.0		3.0	(1.0)	-34%
Length of Stay:												
Acute	2.5	2.8	(0.3)	2.5		2.8	(0.3)	2.5		2.8	(0.3)	-10%
Swing Bed	-	-	-	-		-	-	-		2.0	(2.0)	0%
Total	2.5	2.8	(0.3)	2.5		2.9	(0.3)	2.5		2.8	(0.3)	-10%
<b>Out-Patient</b>												
Out-Patient Visits												
E/R Visits	433	498	(65)	5,540		5,883	(343)	5,540		5,867	(327)	-6%
Observ admissions	34	62	(28)	361		732	(371)	361		367	(6)	-2%
Lab Tests	5,256	1,505	3,751	55,527		17,866	37,661	55,527		17,782	37,745	212%
Radiology/CT/MRI Exams	1,055	948	107	12,749		11,243	1,506	12,749		10,120	2,629	26%
OR Cases	89	74	15	885		904	(19)	885		851	34	4%
Clinic Visits	1,641	1,853	(212)	18,168		21,940	(3,772)	18,168		21,651	(3,483)	-16%
Spec. Clinic Visits	162	199	(37)	1,993		2,340	(347)	1,993		2,183	(190)	-9%
Oncology Clinic Visits	111	65	46	1,292		786	506	1,292		832	460	55%
Oncology/Infusion Patients	138	58	80	1,524		697	827	1,524		679	845	124%
Infusion Patients	45	63	(18)	653		748	(95)	653		832	(179)	-22%
EMS Transports	78	82	(4)	1,219		971	248	1,219		997	222	22%
Total	9,042	5,407	3,635	99,911		64,110	35,801	99,911		62,161	37,750	61%

**Pagosa Springs Medical Center**  
**Revenue by Financial Class**  
**November 30, 2020**

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	14,310.00	14,310.00	0.28%
Blue Cross	174,137.54	501,111.25	675,248.79	13.37%
Champus	-	30,938.50	30,938.50	0.61%
Commercial Insurance	11,274.90	567,185.30	578,460.20	11.46%
Medicaid	300,831.92	844,005.79	1,144,837.71	22.67%
Medicare	191,318.80	1,757,232.74	1,948,551.54	38.59%
Medicare HMO	774.00	278,701.20	279,475.20	5.53%
Self Pay	13,450.60	205,835.20	219,285.80	4.34%
Self Pay - Client Billing	-	8,902.40	8,902.40	0.18%
Veterans Administration	(4,660.00)	131,263.20	126,603.20	2.51%
Workers Compensation	-	22,869.90	22,869.90	0.45%
<b>Total</b>	<b>687,127.76</b>	<b>4,362,355.48</b>	<b>5,049,483.24</b>	<b>100.00%</b>

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	59,669.10	478,311.22	537,980.32	0.96%	1.15%	1.05%	1.24%	1.11%
Blue Cross	489,722.34	6,256,114.30	6,745,836.64	12.08%	15.40%	15.42%	15.90%	15.83%
Champus	19,458.80	430,796.70	450,255.50	0.81%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	402,955.90	6,013,419.68	6,416,375.58	11.49%	11.34%	13.08%	11.79%	13.08%
Medicaid	841,915.71	9,777,449.84	10,619,365.55	19.01%	18.75%	18.22%	20.28%	21.56%
Medicare	2,049,379.63	19,732,378.47	21,781,758.10	38.99%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	400,626.42	3,925,888.66	4,326,515.08	7.74%	7.20%	4.47%	3.55%	2.76%
Self Pay	109,517.90	1,922,004.83	2,031,522.73	3.64%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	118,210.70	118,210.70	0.21%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	395,536.90	1,924,772.44	2,320,309.34	4.15%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	59,932.40	455,256.30	515,188.70	0.92%	1.52%	1.22%	1.17%	1.37%
<b>Total</b>	<b>4,828,715.10</b>	<b>51,034,603.14</b>	<b>55,863,318.24</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>99.97%</b>
Blank								0.00%
HMO (Health Maint Org)								0.03%
<b>Total</b>					100.00%	100.00%	100.00%	100.00%

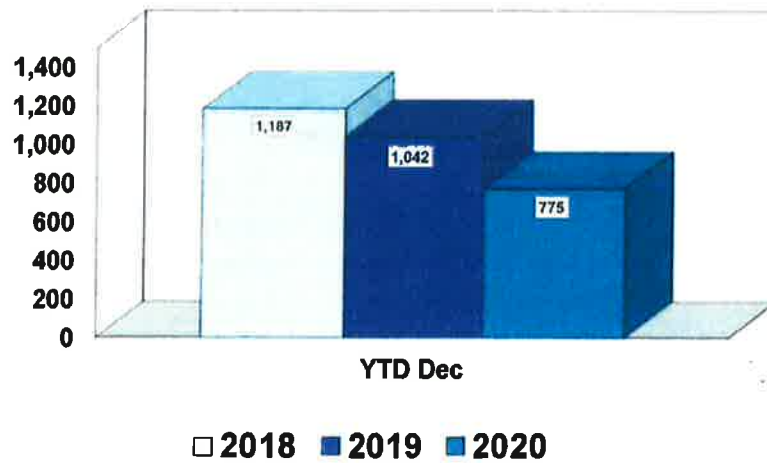
**Pagosa Springs Medical Center**  
**Financial Forecast**  
**Statement of Cash Flows**

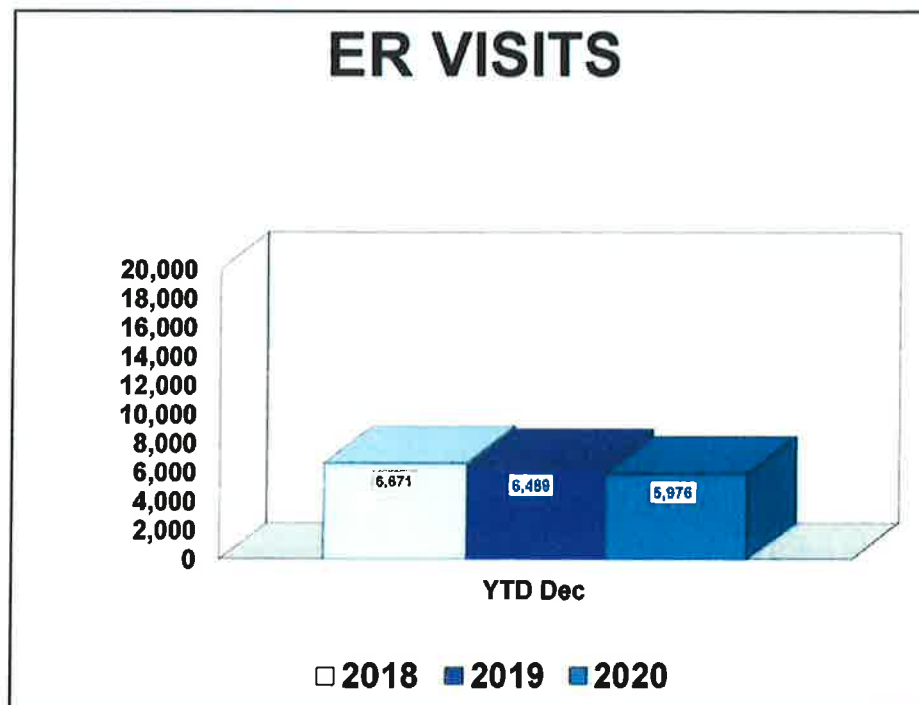
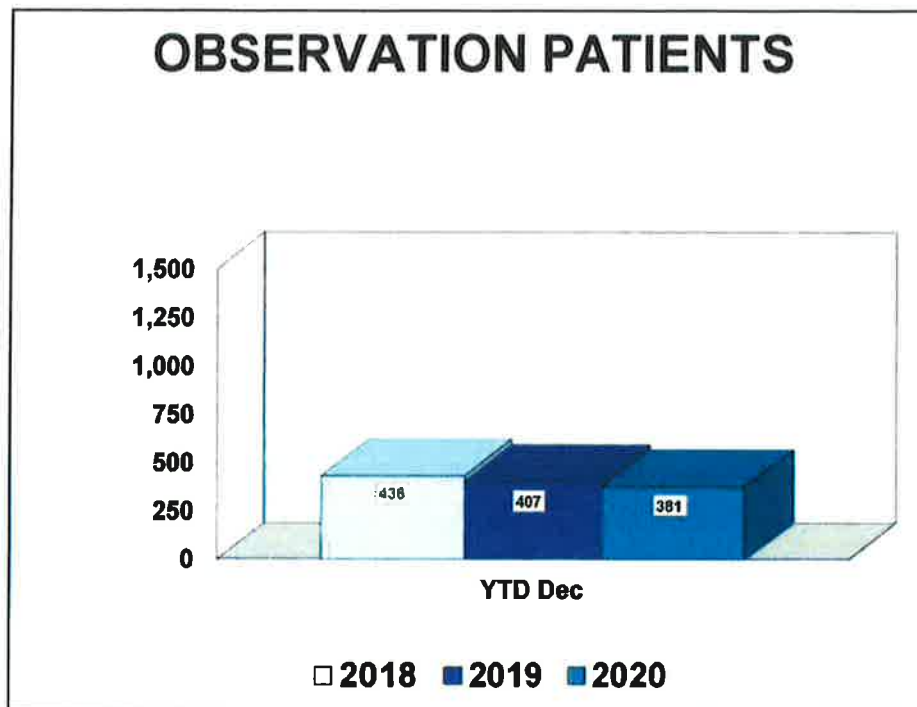
	<b>November 2020</b>
<b>Cash Flows from operating activities</b>	
Change in net assets	(367,124)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	149,118
Patient accounts receivable	585,540
Accounts payable and wages payable	316,914
Accrued liabilities	42,885
Pre-paid assets	13,952
Deferred revenues	-
Other receivables	(292,138)
Reserve for third party settlement	250,000
Inventory	(13,791)
Net Cash Provided by (used in) operating activities	685,356
<b>Cash Flows from investing activities</b>	
Purchase of property and equipment	(32,891)
Work in progress	(809,060)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(841,951)
<b>Cash Flows from financing activities</b>	
Principal payments on long-term debt	-
Proceeds from debt	-
Proceeds from PPP Short Term Loan	-
Proceeds from Relief Fund	-
Proceeds from PPP Short Term Loan	-
Change in Prior Year Net Assets	-
Change in leases payable	(14,027)
Net Cash Provided by (used in) financing activities	(14,027)
<b>Net Increase(Decrease) in Cash</b>	(170,622)
<b>Cash Beginning of Month</b>	18,813,524
<b>Cash End of Month</b>	18,642,902



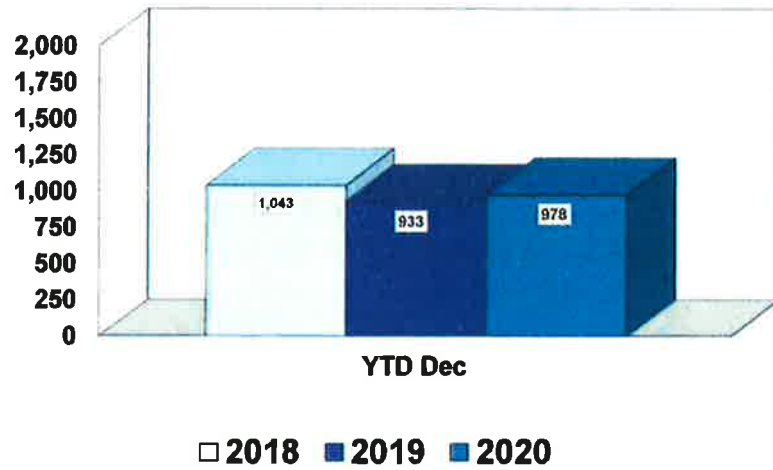
**FINANCIAL PRESENTATION**  
**YTD DECEMBER 2020**

**PATIENT DAYS**

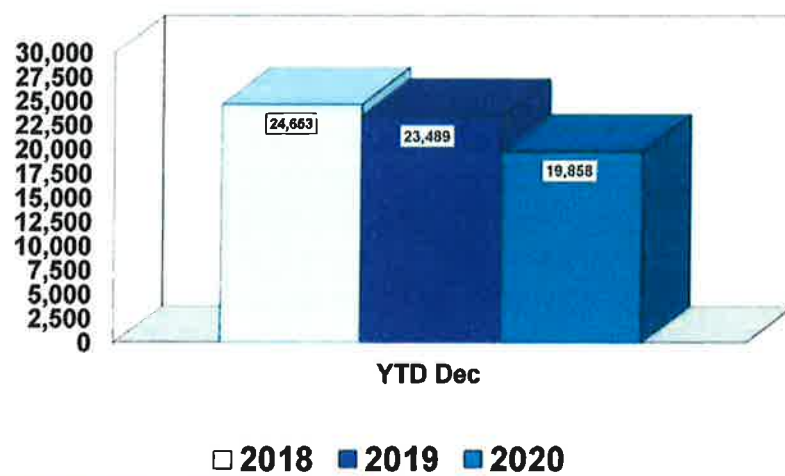


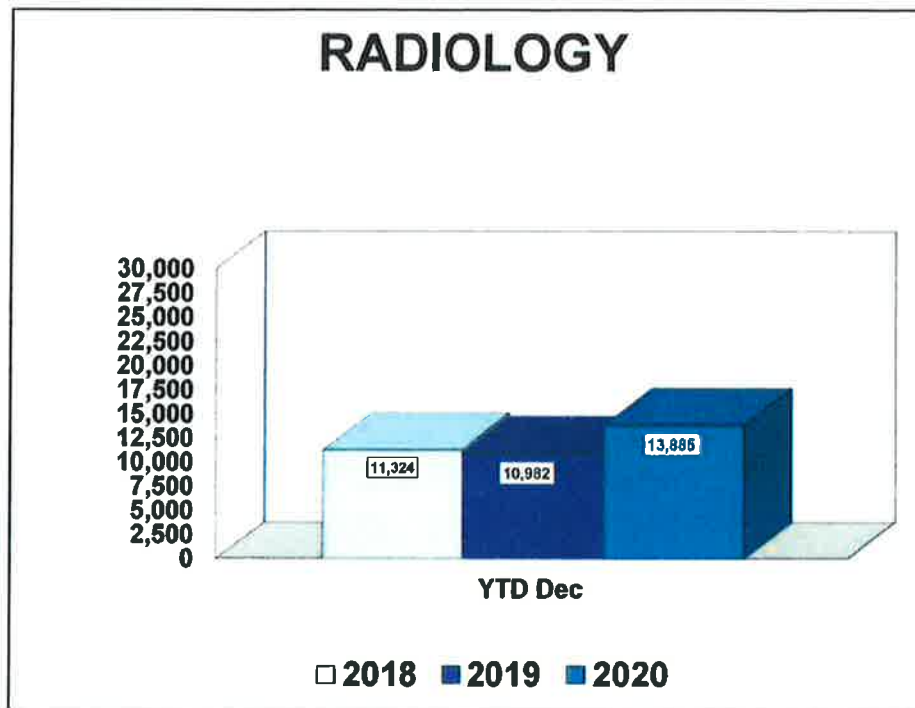


## SURGERIES



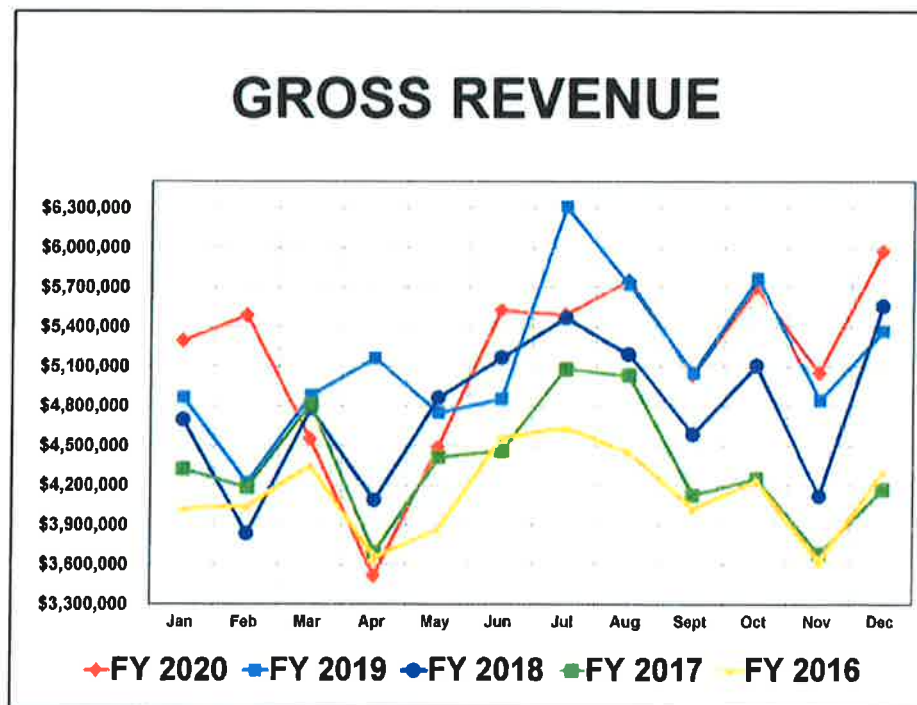
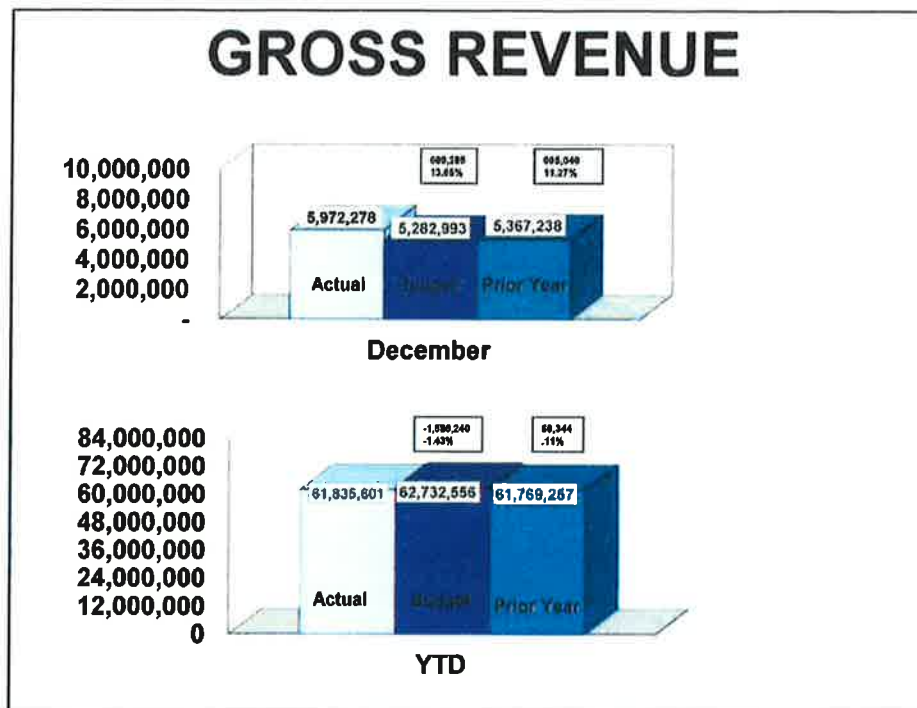
## RURAL HEALTH CLINIC VISITS



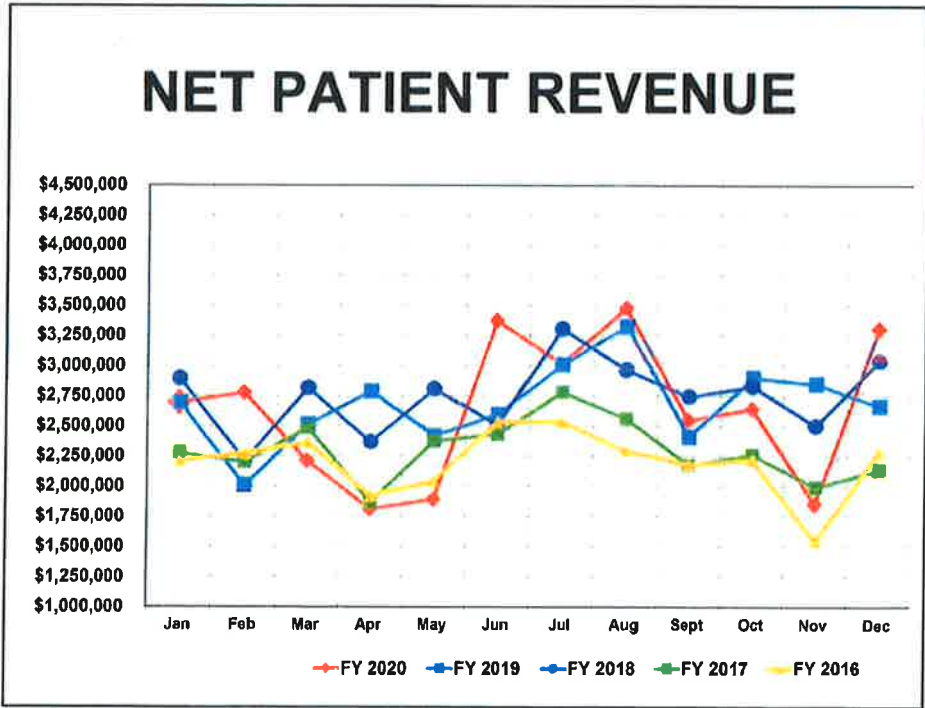
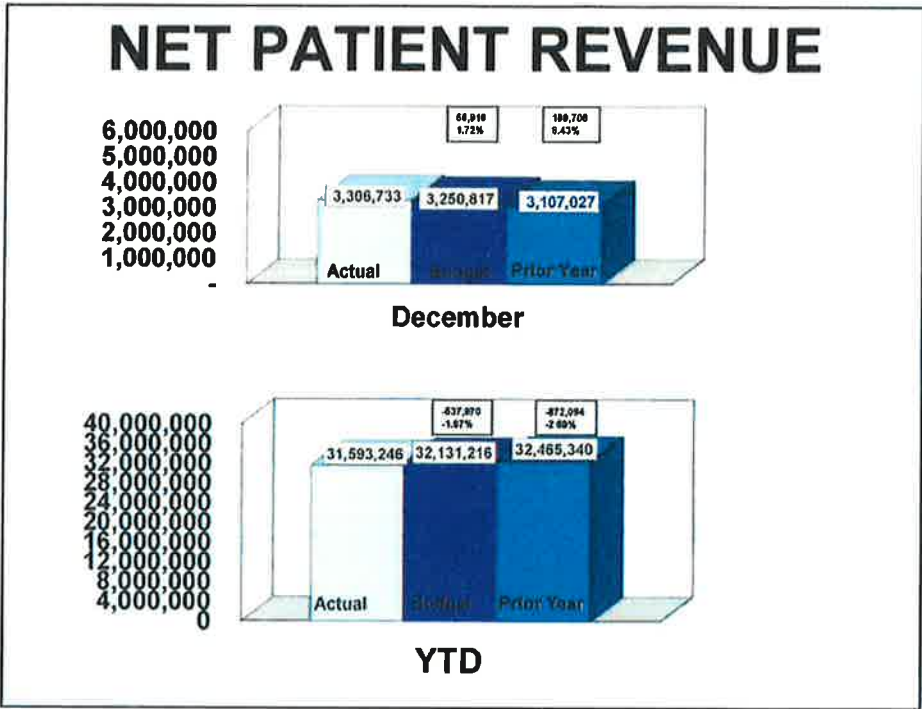


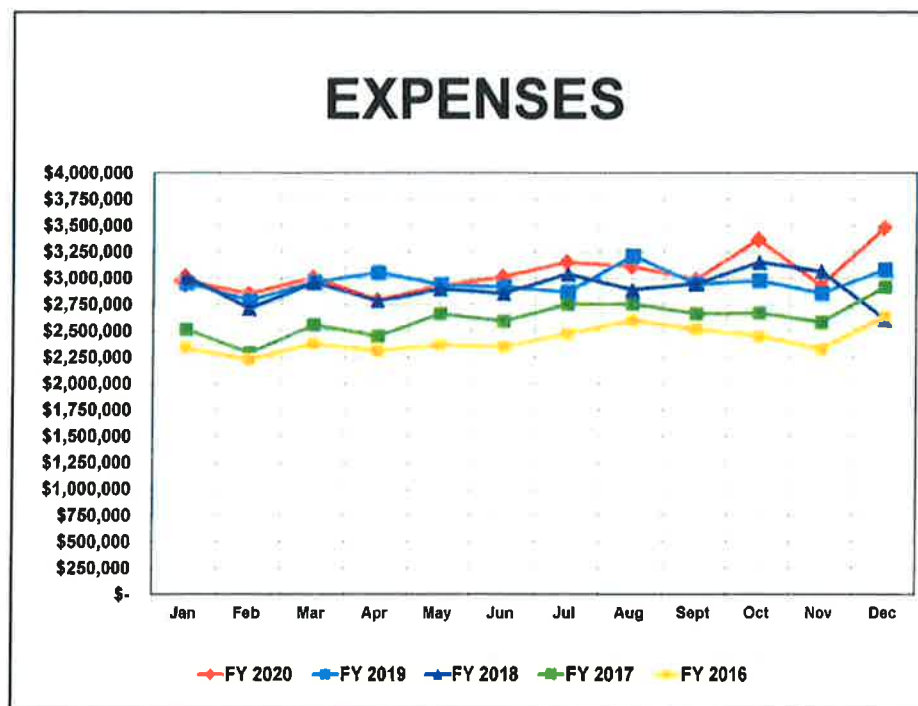
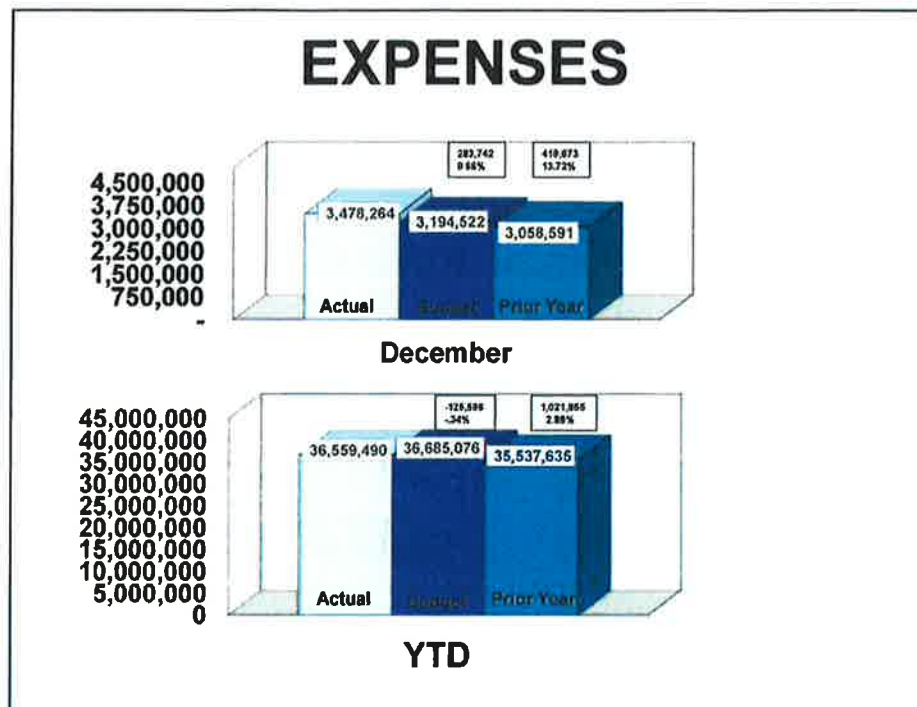
## Summary of Financials

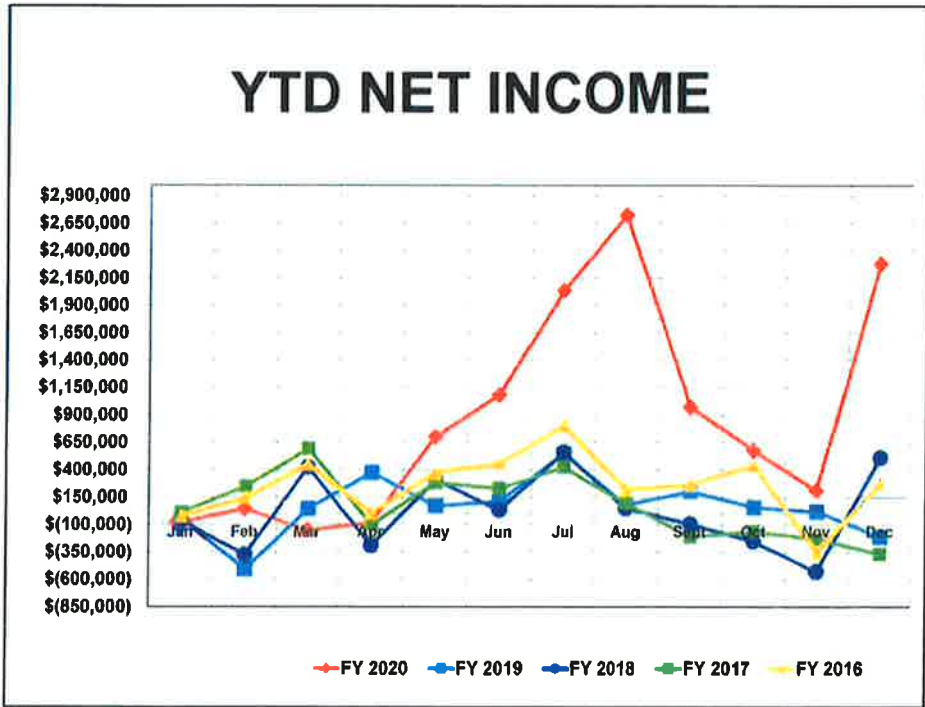
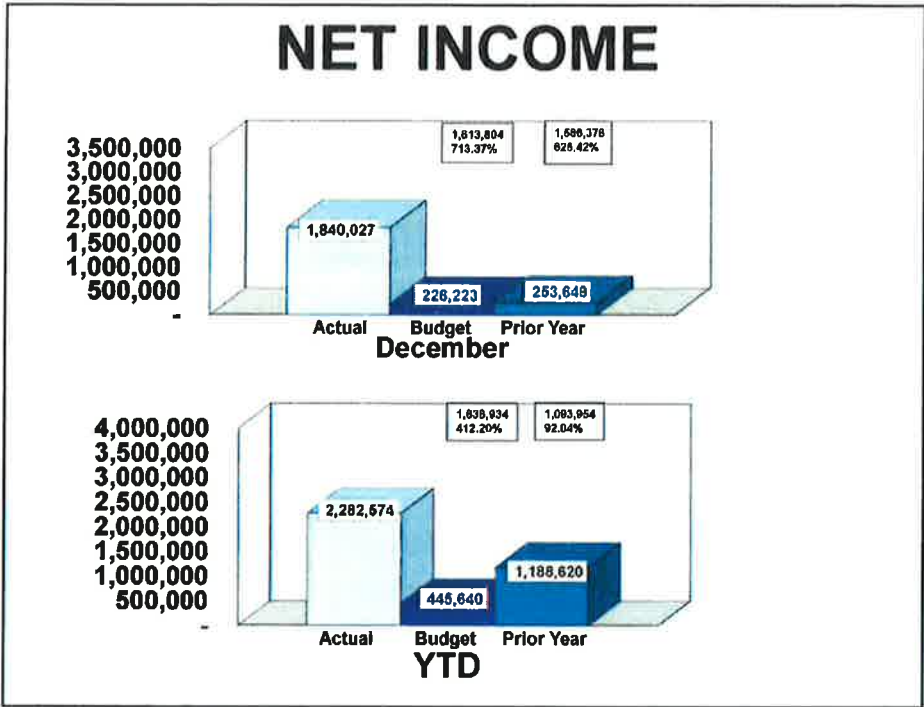
November	
Gross Revenue	\$ 5,049,483
Net Revenue	\$ 1,850,637
Expenses	\$ 2,924,850
Grants, 340B and Tax Revenue	\$ 707,089
Grants and 340B and Stimulus	\$ 690,931
Tax Revenue	\$ 18,158
Net Income	\$ -367,124







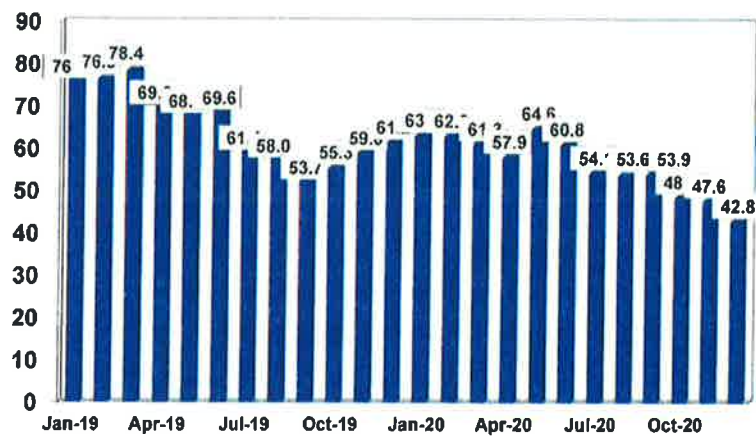




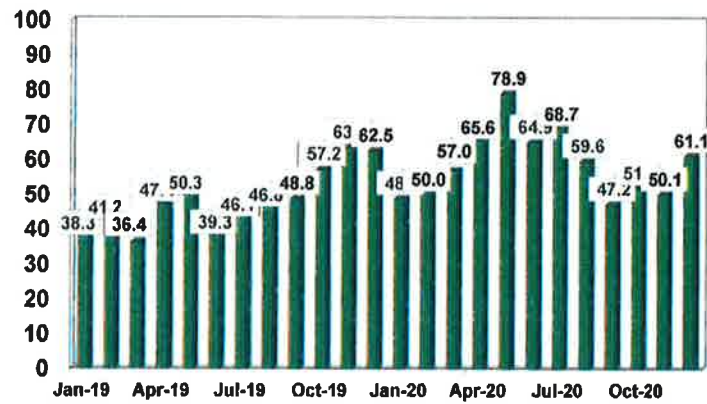
## Summary of Financials

	December
Gross Revenue	\$ 5,972,278
Net Revenue	\$ 3,308,733
Expenses	\$ 3,478,284
Grants, 340B and Tax Revenue	\$ 2,011,558
Grants and 340B and Stimulus	\$ 1,990,957
Tax Revenue	\$ 20,602
Net Income	\$ 1,840,027

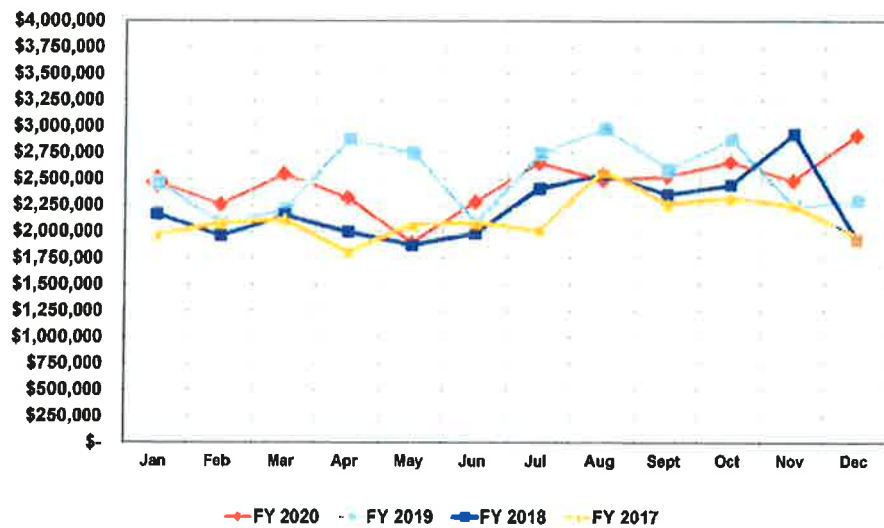
## GROSS DAYS IN ACCOUNTS RECEIVABLE



## DAYS CASH ON HAND



## CASH COLLECTIONS



## Income Statement - - - December 31, 2020 - DRAFT

Page 1

		Current Month				Year-to-Date			
		2020	Budget	Difference	Variance	2020	Budget	Difference	Variance
<b>Revenue</b>									
7	Total In-patient Revenue	799,784	512,493	287,291	56%	5,176,747	5,705,770	(529,023)	-9%
17	Total Out-patient Revenue	4,696,964	4,296,090	400,874	9%	52,022,602	49,902,020	2,120,582	4%
18	Professional Fees	475,530	474,410	1,120	0%	4,636,252	7,124,766	(2,488,514)	-35%
20	<b>Total Patient Revenue</b>	<b>5,972,278</b>	<b>5,282,993</b>	<b>689,285</b>	<b>13%</b>	<b>61,835,601</b>	<b>62,732,556</b>	<b>(896,955)</b>	<b>-1%</b>
21	Revenue Deductions & Bad Debt								
22	Contractual Allowances	2,038,630	2,517,745	(479,115)	-19%	30,933,354	30,015,000	918,354	3%
23	Charity	27,109	114,752	(87,643)	-76%	99,050	1,000,000	(900,950)	-90%
24	Bad Debt	809,813	(345,533)	1,155,346	-334%	1,730,052	2,486,340	(756,288)	-30%
25	Provider Fee & Other	(210,007)	(254,789)	44,782	-18%	(2,520,101)	(2,900,000)	379,899	-13%
26	Total Revenue Deductions & Bad Debt	2,665,545	2,032,175	633,370	31%	30,242,355	30,601,340	(358,985)	-1%
27	<b>Total Net Patient Revenue</b>	<b>3,306,733</b>	<b>3,250,818</b>	<b>55,915</b>	<b>2%</b>	<b>31,593,246</b>	<b>32,131,216</b>	<b>(537,970)</b>	<b>-2%</b>
28	Grants	74,917	-	74,917		1,448,642	1,036,000	412,642	40%
28.5	HSS Stimulus Other Revenue	1,734,031	-	1,734,031		1,734,031	-	1,734,031	
29	Other Operating Income - Misc	182,008	90,264	91,744	102%	2,184,080	2,563,500	(379,420)	-15%
30	<b>Total Net Revenues</b>	<b>5,297,689</b>	<b>3,341,082</b>	<b>1,956,607</b>	<b>59%</b>	<b>36,959,999</b>	<b>35,730,716</b>	<b>1,229,283</b>	<b>3%</b>
31	<b>Operating Expenses</b>								
32	Salary & Wages	1,864,965	1,725,711	139,254	8%	19,159,203	19,283,001	(123,798)	-1%
33	Benefits	257,083	221,169	35,914	16%	3,287,282	3,844,584	(557,302)	-14%
35	Professional Fees/Contract Labor	28,040	102,414	(74,374)	-73%	348,078	412,250	(64,172)	-16%
36	Purchased Services	146,447	200,228	(53,781)	-27%	1,835,143	2,176,319	(341,176)	-16%
37	Supplies	677,292	418,066	259,226	62%	5,904,154	4,785,285	1,118,869	23%
38	Rent & Leases	33,895	40,667	(6,772)	-17%	438,281	459,396	(21,115)	-5%
39	Repairs & Maintenance	53,040	58,835	(5,795)	-10%	549,091	575,315	(26,224)	-5%
40	Utilities	30,269	45,767	(15,498)	-34%	361,183	556,733	(195,550)	-35%
41	Insurance	27,409	24,509	2,900	12%	327,437	304,700	22,737	7%
42	Depreciation & Amortization	147,884	153,610	(5,726)	-4%	1,774,631	1,844,097	(69,466)	-4%
43	Interest	73,845	84,992	(11,147)	-13%	1,051,867	1,002,802	49,065	5%
44	Other	138,094	118,554	19,540	16%	1,523,140	1,440,594	82,546	6%
45	<b>Total Operating Expenses</b>	<b>3,478,263</b>	<b>3,194,522</b>	<b>283,741</b>	<b>9%</b>	<b>36,559,490</b>	<b>36,685,076</b>	<b>(125,586)</b>	<b>0%</b>
46	<b>Operating Revenue Less Expenses</b>	<b>1,819,426</b>	<b>146,560</b>	<b>1,672,866</b>	<b>1141%</b>	<b>400,509</b>	<b>(954,360)</b>	<b>1,354,869</b>	<b>-142%</b>
47	<b>Non-Operating Income</b>								
48	Tax Revenue	20,602	29,663	(9,061)	-31%	1,333,802	1,200,000	133,802	11%
49	Donations	-	50,000	(50,000)	-100%	316,527	200,000	116,527	58%
50	<b>Total Non-Operating Income</b>	<b>20,602</b>	<b>79,663</b>	<b>(59,061)</b>	<b>-74%</b>	<b>1,650,329</b>	<b>1,400,000</b>	<b>250,329</b>	<b>18%</b>
51	<b>Total Revenue Less Total Expenses</b>	<b>\$ 1,840,028</b>	<b>\$ 226,223</b>	<b>\$ 1,613,805</b>	<b>713%</b>	<b>\$ 2,050,838</b>	<b>\$ 445,640</b>	<b>\$ 1,605,198</b>	<b>360%</b>

## Income Statement Comparison - - December 31, 2020 - DRAFT

Page 2

	2020	Current Month 2019	Difference	Variance	2020	Year-to-Date 2019	Difference	Variance
<b>Revenue</b>								
2								
7 Total In-patient Revenue	799,784	352,076	447,708	127%	5,176,747	5,483,013	(306,266)	-6%
7 Out-patient Revenue								
17 Total Out-patient Revenue	4,696,964	4,503,914	193,050	4%	52,022,602	49,782,028	2,240,574	5%
18 Professional Fees	475,530	511,248	(35,718)	-7%	4,636,252	6,504,216	(1,867,964)	-29%
20 <b>Total Patient Revenue</b>	<b>5,972,278</b>	<b>5,367,238</b>	<b>605,040</b>	<b>11%</b>	<b>61,835,601</b>	<b>61,769,257</b>	<b>66,344</b>	<b>0%</b>
21 Revenue Deductions & Bad Debt								
22 Contractual Allowances	2,038,630	2,342,409	(303,779)	-13%	30,933,354	28,167,670	2,765,684	10%
23 Charity	27,109	29,851	(2,742)	-9%	99,050	746,437	(647,387)	-87%
24 Bad Debt	809,813	135,162	674,651	499%	1,730,052	3,470,959	(1,740,907)	-50%
25 Provider Fee & Other	(210,007)	(247,211)	37,204	-15%	(2,520,101)	(3,081,149)	561,048	-18%
26 Total Revenue Deductions & Bad Debt	2,665,545	2,260,211	405,334	18%	30,242,355	29,303,917	938,438	3%
27 <b>Total Net Patient Revenue</b>	<b>3,306,733</b>	<b>3,107,027</b>	<b>199,706</b>	<b>6%</b>	<b>31,593,246</b>	<b>32,465,340</b>	<b>(872,094)</b>	<b>-3%</b>
28 Grants	74,917	2,647	72,270	2730%	1,448,642	89,852	1,358,790	1512%
29 HSS Stimulus Other Revenue	1,734,031	-	1,734,031		1,734,031	-	1,734,031	
29 Other Operating Income - Misc	182,008	178,184	3,824	2%	2,184,080	2,426,420	(242,340)	-10%
30 <b>Total Net Revenues</b>	<b>5,297,689</b>	<b>3,287,858</b>	<b>2,009,831</b>	<b>61%</b>	<b>36,959,999</b>	<b>34,981,612</b>	<b>1,978,387</b>	<b>6%</b>
31 <b>Operating Expenses</b>								
32 Salary & Wages	1,864,965	1,610,519	254,446	16%	19,159,203	18,652,419	506,784	3%
33 Benefits	257,083	349,369	(92,286)	-26%	3,287,282	3,352,542	(65,260)	-2%
35 Professional Fees/Contract Labor	28,040	79,050	(51,010)	-65%	348,078	307,381	40,697	13%
36 Purchased Services	146,447	162,701	(16,254)	-10%	1,835,143	2,158,291	(323,148)	-15%
37 Supplies	677,292	509,410	167,882	33%	5,904,154	4,915,130	989,024	20%
38 Rent & Leases	33,895	38,385	(4,490)	-12%	438,281	519,305	(81,024)	-16%
39 Repairs & Maintenance	53,040	43,092	9,948	23%	549,091	538,505	10,586	2%
40 Utilities	30,269	37,138	(6,869)	-18%	361,183	470,669	(109,486)	-23%
41 Insurance	27,409	23,733	3,676	15%	327,437	313,792	13,645	4%
42 Depreciation & Amortization	147,884	146,700	1,184	1%	1,774,631	1,858,800	(84,169)	-5%
43 Interest	73,845	78,682	(4,837)	-6%	1,051,867	1,094,344	(42,477)	-4%
44 Other	138,094	(20,188)	158,282	-784%	1,523,140	1,356,457	166,683	12%
45 <b>Total Operating Expenses</b>	<b>3,478,263</b>	<b>3,058,591</b>	<b>419,672</b>	<b>14%</b>	<b>36,559,490</b>	<b>35,537,635</b>	<b>1,021,855</b>	<b>3%</b>
46 <b>Operating Revenue Less Expenses</b>	<b>1,819,426</b>	<b>229,267</b>	<b>1,590,159</b>	<b>694%</b>	<b>400,509</b>	<b>(556,023)</b>	<b>956,532</b>	<b>-172%</b>
47 <b>Non-Operating Income</b>								
48 Tax Revenue	20,602	24,382	(3,780)	-16%	1,333,802	1,228,832	104,970	9%
49 Donations	-	-	-		316,527	515,811	(199,284)	-39%
50 <b>Total Non-Operating Income</b>	<b>20,602</b>	<b>24,382</b>	<b>(3,780)</b>	<b>-16%</b>	<b>1,650,329</b>	<b>1,744,643</b>	<b>(94,314)</b>	<b>-5%</b>
51 <b>Total Revenue Less Total Expenses</b>	<b>\$ 1,840,028</b>	<b>\$ 253,649</b>	<b>\$ 1,586,379</b>	<b>625%</b>	<b>\$ 2,050,838</b>	<b>\$ 1,188,620</b>	<b>862,218</b>	<b>73%</b>

<b>Pagosa Springs Medical Center</b>
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<b>Balance Sheet - - - December 31, 2020 - DRAFT</b>
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<b>Page 3</b>
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	Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
1						
2	Current Assets			Current Liabilities		
3	Cash					
4	Operating	\$ 4,288,150	\$ 2,745,257	Accts Payable - System	\$ 773,909	\$ 832,521
5	Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	772,510	1,164,222
6	Bond Funds - 2016 Bonds	4	250,570	Cost Report Settlement Res	(558,365)	(722,707)
7	Bond Funds - 2006	1,508,769	1,710,533	Wages & Benefits Payable	1,232,946	1,880,794
8	Capital Escrow	-	-	Deferred Revenue	1,888	1,833
9	COVID PPP	3,740,044	3,740,044	COVID PPP Short Term Loan	3,740,044	3,740,044
10	Relief Fund Cash Restricted	3,358,784	5,092,815	Relief Fund Liability	3,358,784	5,092,815
11	Medicare Accelerated Pmt	4,224,952	4,224,952	Medicare Accelerated Pmt Liab	4,224,952	4,224,952
12	Total Cash	17,999,434	18,642,902	Current Portion of LT Debt-Lease	169,909	-
13				Current Portion of LT Debt-2006	335,000	320,000
14	Accounts Receivable			Current Portion of LT Debt-2016	330,000	320,000
15	Patient Revenue - Net	3,180,839	2,872,894	Total Current Liabilities	14,381,577	16,854,474
16	Other Receivables	294,914	961,755			
17	Total Accounts Receivable	3,475,753	3,834,649	Long-Term Liabilities		
18				Leases Payable	16,201	86,505
19	Inventory	1,528,116	1,600,546	Equipment Lease (Wells Fargo)	44,829	158,485
20				Bond Premium (Net) - 2006	219,096	220,208
21	Total Current Assets	23,003,303	24,078,097	Bond Premium (Net) - 2016	129,144	129,569
22				Bonds Payable - 2006	8,370,000	8,385,000
23	Fixed Assets			Bonds Payable - 2016	9,590,000	9,600,000
24	Property Plant & Equip (Net)	7,305,874	7,047,866	Total Long-Term Liabilities	18,369,270	18,579,767
25	Electronic Health Record (Net)	-	-			
26	Clinic Expansion	13,377,405	13,377,405	Net Assets		
27	Work In Progress	1,487,415	1,751,184	Un-Restricted	10,934,548	10,934,548
28	Land	101,000	101,000	Current Year Net Income/Loss	2,050,838	210,811
29	Total Fixed Assets	22,271,694	22,277,455	Total Un-Restricted	12,985,386	11,145,359
30						
31	Other Assets			Restricted		
32	Prepays & Other Assets	461,236	224,048	Total Net Assets	12,985,386	11,145,359
33	Total Other Assets	461,236	224,048			
	Total Assets	\$ 45,736,233	\$ 46,579,600	Total Liabilities & Net Assets	\$ 45,736,233	\$ 46,579,600



Monthly Trends														Page 4
Activity	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	YTD Total
In-Patient Admissions	31	31	29	31	30	31	30	31	31	30	31	30	31	366
In-Patient Days	18	38	28	31	17	17	21	15	20	21	18	34	42	302
Avg Stay Days (In-patients)	48	93	71	67	48	39	58	42	49	51	56	84	115	773
	2.7	2.4	2.5	2.2	2.8	2.3	2.8	2.8	2.5	2.4	3.1	2.5	2.7	2.6
Swing Bed Admissions	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Swing Bed Days	0	0	0	0	0	0	0	0	0	0	3	0	0	3
Avg Length of Stay (Swing)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	0.0	0.0	3.0
Average Daily Census	1.5	2.9	2.4	2.2	1.6	1.3	1.9	1.4	1.6	1.7	1.9	2.8	3.7	2.1
Statistics														
E/R visits	622	590	576	484	307	447	495	571	572	559	506	433	436	5,976
Observ Hours	41	962	885	721	477	438	713	713	464	400	409	564	530	7,276
Lab Tests	1,566	5,250	5,111	4,447	3,197	4,479	5,761	5,687	5,455	5,286	5,598	5,256	5,166	60,693
Radiology/CT/MRI Exams	862	1,425	1,371	1,223	632	711	1,234	1,335	1,277	1,218	1,268	1,055	1,136	13,885
OR Cases	82	82	86	65	51	82	104	77	85	65	99	89	93	978
Clinic Visits	1,838	2,100	1,987	1,488	1,126	1,340	1,671	1,725	1,638	1,620	1,832	1,641	1,690	19,858
Spec. Clinic Visits	175	242	149	176	188	152	186	218	178	198	144	162	150	2,143
Oncology Clinic Visits	65	117	96	156	55	94	130	112	143	140	138	111	112	1,404
Oncology/Infusion Patients	71	98	111	117	152	178	179	116	132	170	133	138	108	1,632
Infusion Patients	60	64	67	131	88	53	56	37	37	39	36	45	42	695
EMS Transports	86	114	136	116	73	105	100	128	122	124	123	78	116	1,335
Total Stats	5,468	11,044	10,575	9,124	6,346	8,079	10,629	10,719	10,103	9,819	10,286	9,572	9,579	115,875

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

**Statistical Review**

**Page 5**

Page 5

2020	December			December				December 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	42	37	5	302		407	(105)	302		375	(73)	-19%
Swing Bed	-	1	(1)	1		12	(11)	1		4	(3)	-75%
Total	42	38	4	303		419	(116)	303		379	(76)	-20%
Patient Days:												
Acute	115	104	11	772		1,157	(385)	772		1,034	(262)	-25%
Swing Bed	-	3	(3)	3		36	(33)	3		8	(5)	-63%
Total	115	107	8	775		1,193	(418)	775		1,042	(267)	-26%
Average Daily Census:												
# Of Days	31	31		366		366		366		365		
Acute	3.7	3.4	0.4	2.1		3.2	(1.1)	2.1		2.8	(0.7)	-26%
Swing Bed	-	0.1	(0.1)	0.0		0.1	(0.1)	0.0		0.0	(0.0)	-63%
Total	3.7	3.5	0.3	2.1		3.3	(1.1)	2.1		2.9	(0.7)	-26%
Length of Stay:												
Acute	2.7	2.8	(0.1)	2.6		2.8	(0.3)	2.6		2.8	(0.2)	-7%
Swing Bed	-	-	-	-		-	-	-		-	-	0%
Total	2.7	2.8	(0.1)	2.6		2.8	(0.3)	2.6		2.7	(0.2)	-7%
Out-Patient												
Out-Patient Visits												
E/R Visits	436	554	(118)	5,976		6,437	(461)	5,976		6,489	(513)	-8%
Observ admissions	20	72	(52)	381		804	(423)	381		407	(26)	-6%
Lab Tests	5,166	1,683	3,483	60,693		19,549	41,144	60,693		19,348	41,345	214%
Radiology/CT/MRI Exams	1,136	1,061	75	13,885		12,304	1,581	13,885		10,982	2,903	26%
OR Cases	93	76	17	978		980	(2)	978		933	45	5%
Clinic Visits	1,690	2,065	(375)	19,858		24,005	(4,147)	19,858		23,489	(3,631)	-15%
Spec. Clinic Visits	150	220	(70)	2,143		2,560	(417)	2,143		2,358	(215)	-9%
Oncology Clinic Visits	112	72	40	1,404		858	546	1,404		897	507	57%
Oncology/Infusion Patients	108	64	44	1,632		761	871	1,632		750	882	118%
Infusion Patients	42	69	(27)	695		817	(122)	695		892	(197)	-22%
EMS Transports	116	91	25	1,335		1,062	273	1,335		1,083	252	23%
Total	9,069	6,027	3,042	108,980		70,137	38,843	108,980		67,628	41,352	61%

Pagosa Springs Medical Center

ORAL REPORTS 4.a.vii.(b).

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

Page 6

	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
2 Medicare	\$ 1,677,321	\$ 123,643	\$ 95,195	\$ 48,137	\$ 51,937	\$ 9,081	\$ 72,969	\$ 2,078,283	27%	
3 Medicaid	621,834	89,164	45,222	20,761	12,767	19,304	113,757	922,809	12%	
4 Third Party	1,715,353	367,224	161,223	97,214	105,494	101,918	254,710	2,803,136	36%	
5 Self-Pay	300,940	255,633	240,648	228,228	250,858	174,165	524,394	1,974,866	25%	
<b>Current Month Total</b>	<b>\$ 4,315,448</b>	<b>\$ 835,664</b>	<b>\$ 542,288</b>	<b>\$ 394,340</b>	<b>\$ 421,056</b>	<b>\$ 304,468</b>	<b>\$ 965,830</b>	<b>\$ 7,779,094</b>	<b>100%</b>	0
<b>Pct of Total</b>	<b>55%</b>	<b>11%</b>	<b>7%</b>	<b>5%</b>	<b>5%</b>	<b>4%</b>	<b>12%</b>	<b>100%</b>		
Nov-20	\$ 4,108,089	\$ 1,171,013	\$ 583,125	\$ 541,005	\$ 584,542	\$ 275,531	\$ 985,311	\$ 8,248,616		0
Pct of Total	50%	14%	7%	7%	7%	3%	12%	100%		
Oct-20	\$ 4,351,562	\$ 1,054,133	\$ 832,882	\$ 694,766	\$ 372,848	\$ 200,118	\$ 1,158,212	\$ 8,664,521		0
Pct of Total	50%	12%	10%	8%	4%	2%	13%	100%		
Sep-20	\$ 4,073,962	\$ 1,528,744	\$ 916,786	\$ 468,911	\$ 324,972	\$ 204,586	\$ 2,011,419	\$ 9,529,381		0
Pct of Total	43%	16%	10%	5%	3%	2%	21%	100%		
Aug-20	\$ 4,580,691	\$ 1,479,490	\$ 696,558	\$ 385,697	\$ 263,988	\$ 343,485	\$ 1,968,118	\$ 9,718,024		0
Pct of Total	47%	15%	7%	4%	3%	4%	20%	100%		
Jul-20	\$ 4,091,546	\$ 1,347,610	\$ 584,795	\$ 419,659	\$ 379,105	\$ 545,723	\$ 1,749,020	\$ 9,117,458		0
Pct of Total	45%	15%	6%	5%	4%	6%	19%	100%		
Jun-20	\$ 4,450,225	\$ 991,357	\$ 492,319	\$ 470,912	\$ 586,430	\$ 386,858	\$ 1,658,314	\$ 9,036,415		0
Pct of Total	49%	11%	5%	5%	6%	4%	18%	100%		
May-20	\$ 3,589,609	\$ 826,139	\$ 617,697	\$ 746,962	\$ 522,098	\$ 443,199	\$ 2,065,360	\$ 8,811,064		0
Pct of Total	41%	9%	7%	8%	6%	5%	23%	100%		
Apr-20	\$ 2,681,917	\$ 1,013,374	\$ 1,015,473	\$ 595,245	\$ 587,885	\$ 346,437	\$ 2,642,011	\$ 8,882,342		0
Pct of Total	30%	11%	11%	7%	7%	4%	30%	100%		
Mar-20	\$ 3,612,859	\$ 1,586,402	\$ 855,343	\$ 748,561	\$ 448,372	\$ 368,712	\$ 2,691,802	\$ 10,312,051		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

## Pagosa Springs Medical Center

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## Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of December 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
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%		
Pct Settled (Current)			79.7%	53.7%	32.4%	22.2%	47.9%	-250.5%			

Pagosa Springs Medical Center

ORAL REPORTS 4.a.vii.(b).

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of December 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
13 Pct Settled (Nov from Oct)		73.1%	44.7%	35.0%	15.9%	26.1%	-80.6%			
14 Pct Settled (Oct from Sept)		74.1%	45.5%	24.2%	20.5%	38.4%	-352.1%			
15 Pct Settled (Sept from Aug)		66.6%	38.0%	32.7%	15.7%	22.5%	-274.2%			
16 Pct Settled (Aug from July)		63.8%	48.3%	34.0%	37.1%	9.4%	-496.2%			

**Pagosa Springs Medical Center**

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

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	31	28	31	30	31	30
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
<b>Net Accounts Receivable</b>	\$ 4,660,868	\$ 4,774,997	\$ 4,238,297	\$ 3,463,618	\$ 3,903,913	\$ 5,351,953
<b>Net Patient Revenue</b>	\$ 2,693,581	\$ 2,774,828	\$ 2,209,846	\$ 1,809,102	\$ 1,892,329	\$ 3,373,769
<b>Net Patient Rev/Day (2 month Avg)</b>	\$ 86,399	\$ 91,287	\$ 83,485	\$ 65,794	\$ 60,673	\$ 86,751
<b>Net Days in A/R</b>	<b>54</b>	<b>52</b>	<b>51</b>	<b>53</b>	<b>64</b>	<b>62</b>

	31	31	30	31	30	31
	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
<b>Net Accounts Receivable</b>	\$ 5,484,741	\$ 6,438,094	\$ 5,203,983	\$ 3,458,434	\$ 2,872,894	\$ 3,180,839
<b>Net Patient Revenue</b>	\$ 3,012,802	\$ 3,476,773	\$ 2,549,655	\$ 2,643,191	\$ 1,850,637	\$ 3,306,733
<b>Net Patient Rev/Day (2 month Avg)</b>	\$ 104,823	\$ 104,671	\$ 97,200	\$ 83,756	\$ 73,476	\$ 84,178
<b>Net Days in A/R</b>	<b>52</b>	<b>62</b>	<b>54</b>	<b>41</b>	<b>39</b>	<b>38</b>

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

Medicare	33%	21	\$ 84,547	\$ 585,911
Medicaid	7%	35	\$ 84,547	\$ 207,140
Blue Cross	15%	48	\$ 84,547	\$ 608,739
Commercial	26%	65	\$ 84,547	\$ 1,428,845
Self Pay	19%	150	\$ 84,547	\$ 2,409,591
Total:	100%			\$ 5,240,226
				\$ 84,547
<b>Gross Days in A/R Target</b>			<b>62</b>	

**Pagosa Springs Medical Center**  
**Revenue by Financial Class**  
**December 31, 2020**

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	24,829.90	24,829.90	0.42%
Blue Cross	153,440.60	757,403.44	910,844.04	15.25%
Champus	-	53,735.40	53,735.40	0.90%
Commercial Insurance	180,302.50	649,566.91	829,869.41	13.90%
Medicaid	79,658.14	966,231.75	1,045,889.89	17.51%
Medicare	352,570.70	1,731,221.47	2,083,792.17	34.89%
Medicare HMO	111,422.52	367,009.22	478,431.74	8.01%
Self Pay	25,042.50	218,777.58	243,820.08	4.08%
Self Pay - Client Billing	-	14,768.88	14,768.88	0.25%
Veterans Administration	46,066.00	187,819.54	233,885.54	3.92%
Workers Compensation	-	52,411.30	52,411.30	0.88%
<b>Total</b>	<b>948,502.96</b>	<b>5,023,775.39</b>	<b>5,972,278.35</b>	<b>100.00%</b>

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	59,669.10	503,141.12	562,810.22	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	643,162.94	7,013,517.74	7,656,680.68	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	19,458.80	484,532.10	503,990.90	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	583,258.40	6,662,986.59	7,246,244.99	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	921,573.85	10,743,681.59	11,665,255.44	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	2,401,950.33	21,463,599.94	23,865,550.27	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	512,048.94	4,292,897.88	4,804,946.82	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	134,560.40	2,140,782.41	2,275,342.81	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	132,979.58	132,979.58	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	441,602.90	2,112,591.98	2,554,194.88	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	59,932.40	507,667.60	567,600.00	0.92%	1.52%	1.22%	1.17%	1.37%
<b>Total</b>	<b>5,777,218.06</b>	<b>56,058,378.53</b>	<b>61,835,596.59</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>99.97%</b>
Blank								0.00%
HMO (Health Maint Org)								0.03%
<b>Total</b>					<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**Pagosa Springs Medical Center**  
**Financial Forecast**  
**Statement of Cash Flows**

	<div>December 2020</div> <div>DRAFT</div>
<b>Cash Flows from operating activities</b>	
Change in net assets	1,840,028
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	147,884
Patient accounts receivable	(307,945)
Accounts payable and wages payable	(706,460)
Accrued liabilities	(391,712)
Pre-paid assets	(237,188)
Deferred revenues	55
Other receivables	666,841
Reserve for third party settlement	164,342
Inventory	72,430
Net Cash Provided by (used in) operating activities	1,248,275
<b>Cash Flows from investing activities</b>	
Purchase of property and equipment	(407,430)
Work in progress	263,769
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(143,661)
<b>Cash Flows from financing activities</b>	
Principal payments on long-term debt	-
Proceeds from debt	-
Proceeds from PPP Short Term Loan	-
Proceeds from Relief Fund	(1,734,031)
Proceeds from PPP Short Term Loan	-
Change in Prior Year Net Assets	-
Change in leases payable	(14,051)
Net Cash Provided by (used in) financing activities	(1,748,082)
<b>Net Increase(Decrease) in Cash</b>	(643,468)
<b>Cash Beginning of Month</b>	18,642,902
<b>Cash End of Month</b>	17,999,434



2020						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
20-Jan	\$2,440,100.00	\$2,467,181.00	\$27,081.00	101.11%	\$ 49,821.48	\$2,517,002.48
20-Feb	\$2,349,634.00	\$2,257,097.00	(\$92,537.00)	96.06%	\$ 29,324.97	\$2,286,421.97
20-Mar	\$2,553,998.00	\$2,545,183.00	(\$8,815.00)	99.65%	\$ 188,540.78	\$2,733,723.78
20-Apr	\$2,158,897.00	\$2,320,442.00	\$161,545.00	107.48%	\$ 8,728,180.14	\$ 10,952,114.91
20-May	\$1,577,510.00	\$1,894,338.00	\$316,828.00	120.08%	\$ 5,133,676.55	\$ 7,024,238.93
20-Jun	\$1,854,145.00	\$2,282,768.00	\$428,623.00	123.12%	\$ 170,543.11	\$2,453,311.11
20-Jul	\$3,126,558.00	\$2,651,230.00	(\$475,328.00)	84.80%	\$ 313,018.69	\$2,964,248.69
20-Aug	\$2,793,247.00	\$2,493,173.00	(\$300,074.00)	89.26%	\$ 157,176.41	\$2,650,349.41
20-Sep	\$3,046,425.00	\$2,525,736.00	(\$520,689.00)	82.91%	\$ 278,902.80	\$2,804,638.80
20-Oct	\$2,469,307.00	\$2,660,686.00	\$191,379.00	107.75%	\$ 448,688.01	\$ 3,109,374.01
20-Nov	\$2,433,223.00	\$2,484,166.00	\$50,943.00	102.09%	\$ 171,892.48	\$ 2,656,058.48
20-Dec	\$2,777,216.00	\$2,917,756.00	\$140,540.00	105.06%	\$ 219,222.33	\$ 3,136,978.33
Totals YTD	\$29,580,260.00	\$29,499,756.00	(\$80,504.00)	99.73%	\$ 15,888,987.75	\$45,288,460.90

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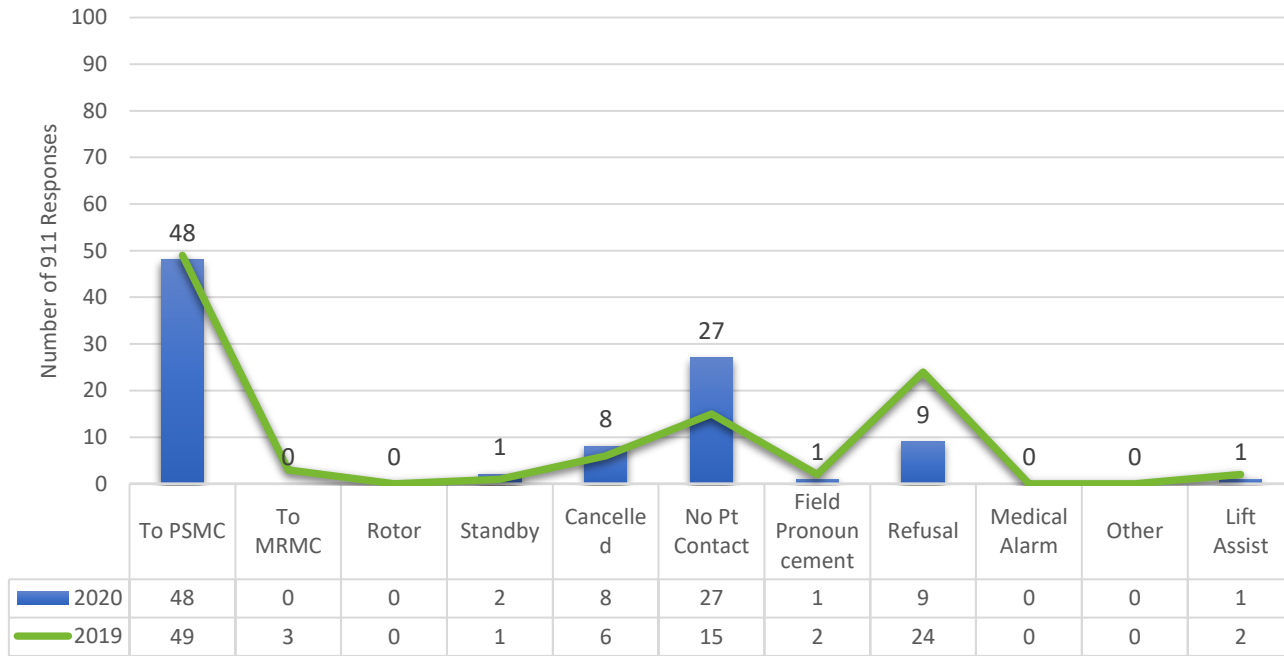
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2020 MANAGEMENT ACTIONS TO INCREASE DAYS OF CASH							
ACTION	DEADLINE	JULY	AUGUST	SEPTEMBER	OCTOBER	November	December
Develop and implement operational goals/plan to end the year with gross days of A/R of 60 days.	12/31/2020	Goal currently accomplished.	Goal currently accomplished.	Goal currently accomplished.	Goal currently accomplished.	Goal currently accomplished.	Goal currently accomplished.
<b>MANAGEMENT AND PLANNING</b>							
Implement plan to accomplish State Hospital Transformation Project obligations.	ongoing	State has delayed all HTP deadlines due to COVID-19 but staff still working key aspects of plan (the next deadline is 10/31/2020)	State has delayed all HTP deadlines due to COVID-19 but staff still working key aspects of plan (the next deadline is 10/31/2020)	State has delayed all HTP deadlines due to COVID-19 but staff still working key aspects of plan (the next deadline is 10/31/2020)	Benchmarks have been met and application and initial report are completed and submitted prior to deadline.	Benchmarks have been met and application and initial report are completed and submitted prior to deadline.	Benchmarks have been met and application and initial report are completed and submitted prior to deadline.
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	MRI was chosen and the documents will be signed in August. Preliminary delivery date will be January 2021.	MRI was chosen and the documents will be signed in September. Preliminary delivery date will be January 2021.	MRI was chosen and the documents will be signed in September. Preliminary delivery date will be February 2021.	MRI was chosen and the documents for purchase and financing have been executed. Team is working on review and approval of construction plans for the on-site connections to a new modular for the MRI and the installation. Preliminary delivery date will be February 2021.	MRI was chosen and the documents for purchase and financing have been executed. Team is working on review and approval of construction plans for the on-site connections to a new modular for the MRI and the installation. Preliminary delivery date will be April 2021.	MRI was chosen and the documents for purchase and financing have been executed. Team is working on review and approval of construction plans for the on-site connections to a new modular for the MRI and the installation. Preliminary delivery date will be April 2021.
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	Strategic Planning has resumed and the committee met several times to address a draft.	Strategic Planning has resumed and the committee met several times to address a draft and an overview was provided to the Board.	Strategic Planning committee met several times including a meeting to take feedback from community members.	Strategic planning met to discuss how to engage the community, during the pandemic, for additional feedback.	Strategic planning met to discuss how to engage the community, during the pandemic, for additional feedback.	Strategic planning met to discuss how to engage the community, during the pandemic, for additional feedback.

# Operations Report for November 2020

## EMS: November

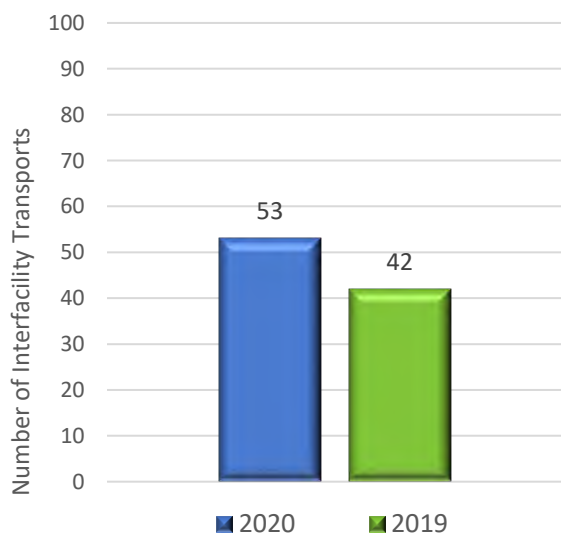
### EMS 911 Response



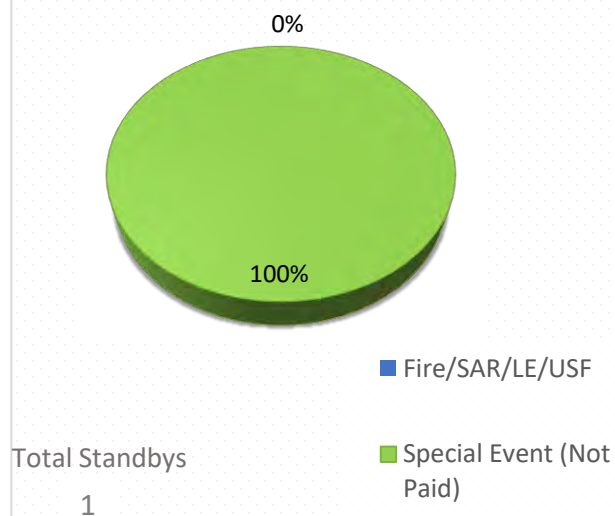
Total 911 Responses for 2020 : 96

■ 2020 ■ 2019

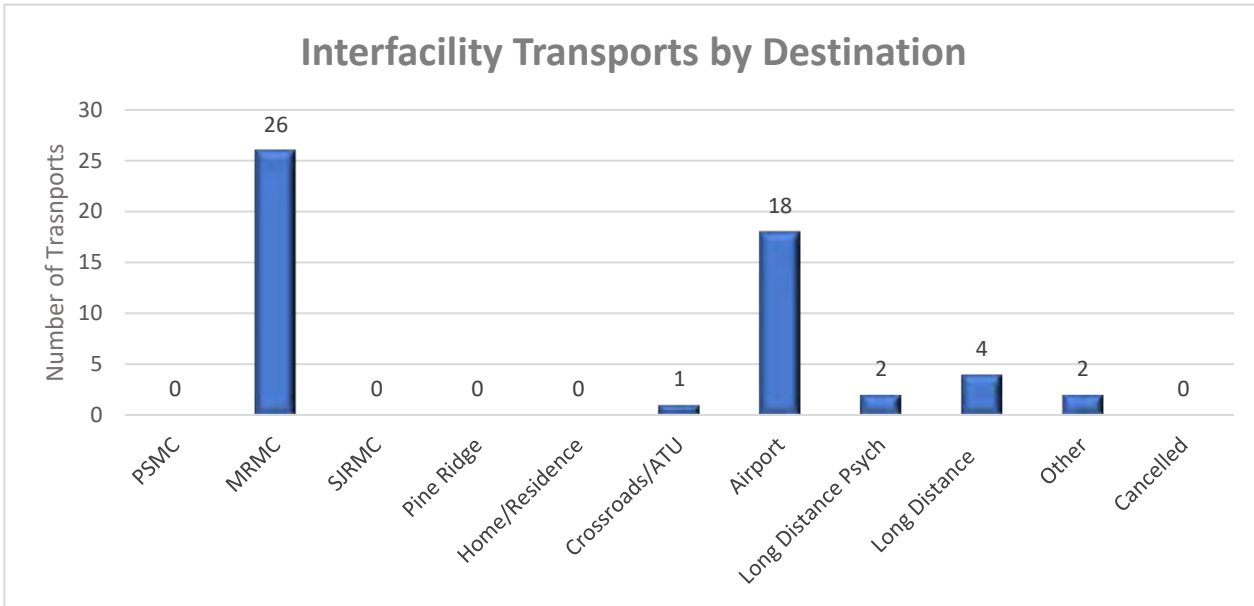
### Total Interfacility Transports



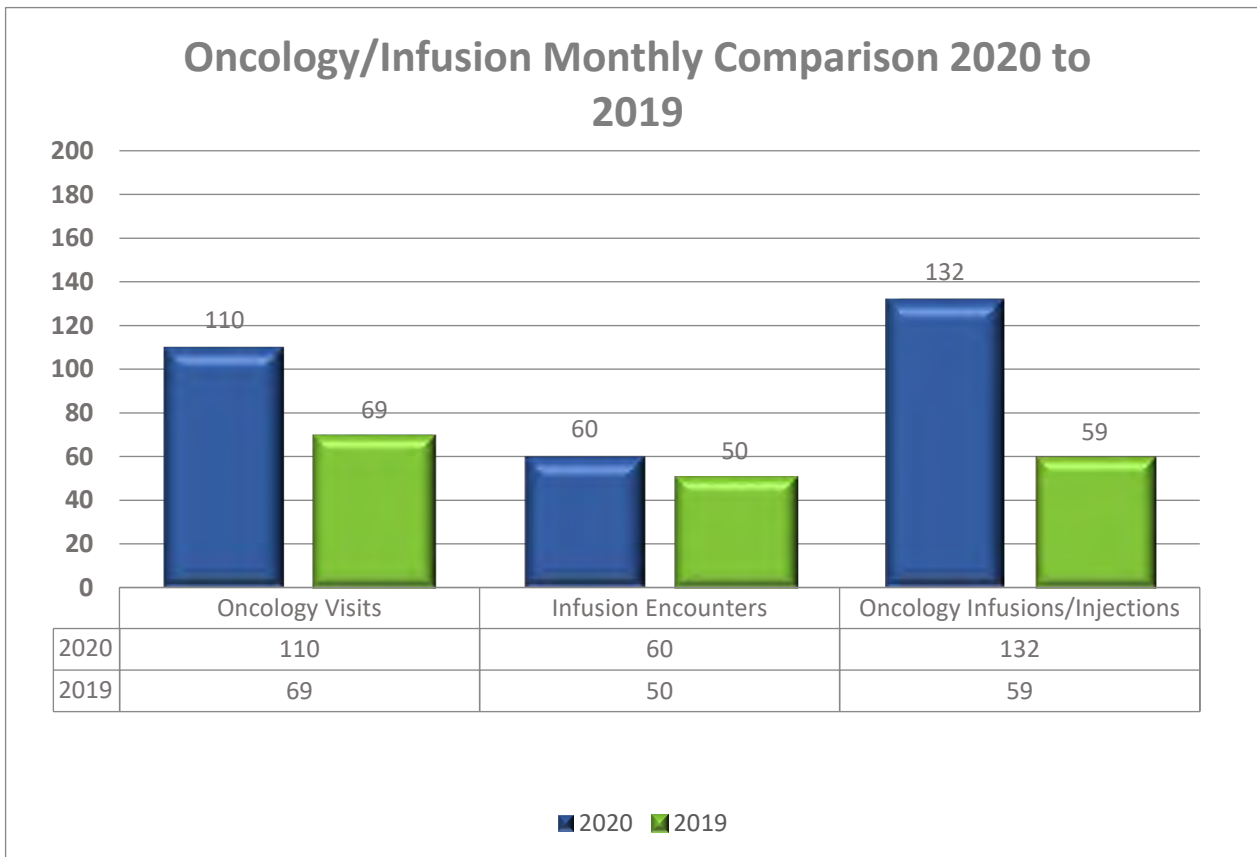
### Breakdown of EMS Standbys



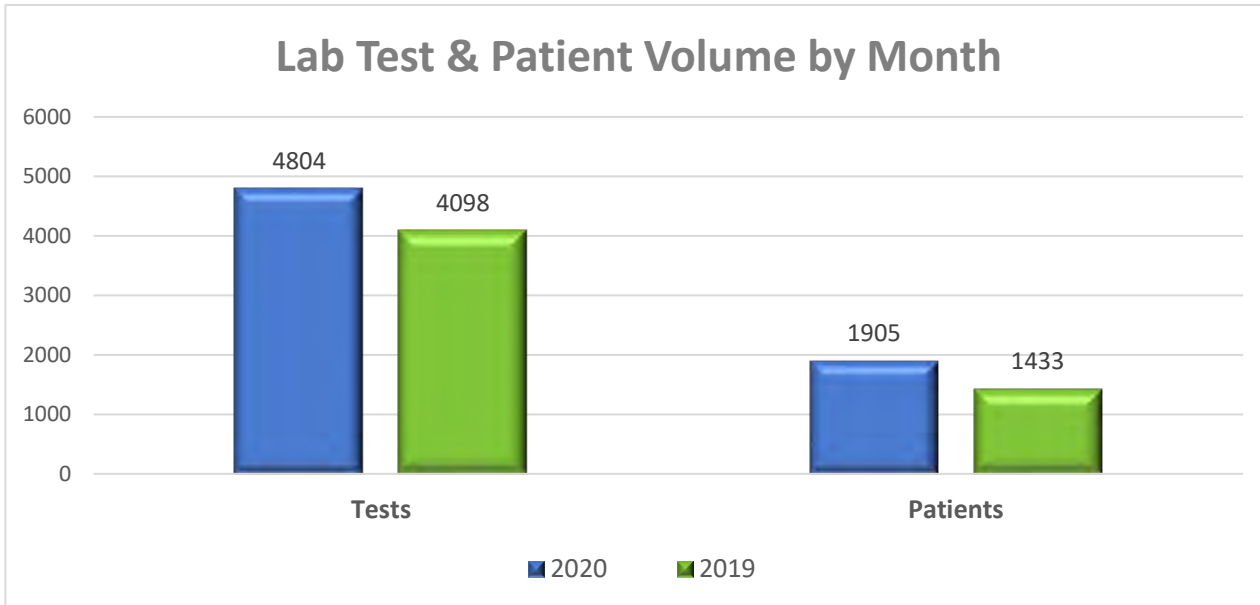
## EMS: November



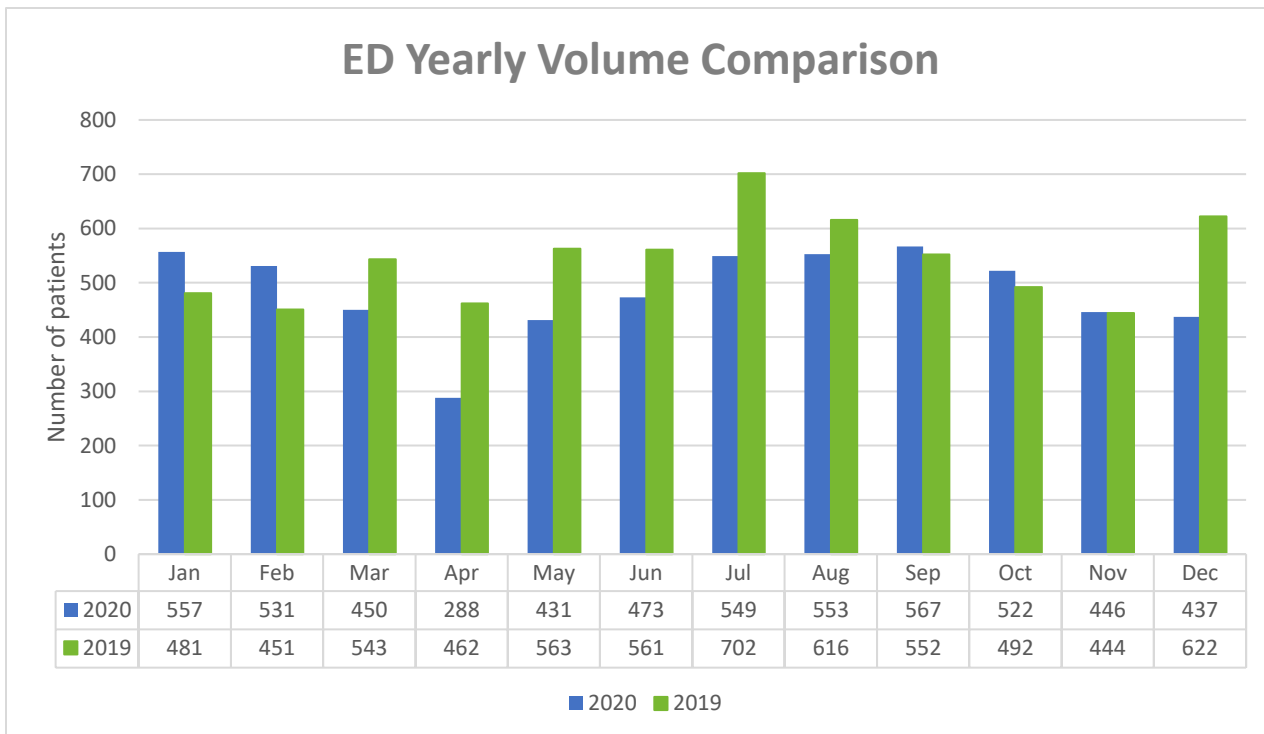
## Oncology/Infusion: November



## Lab: November

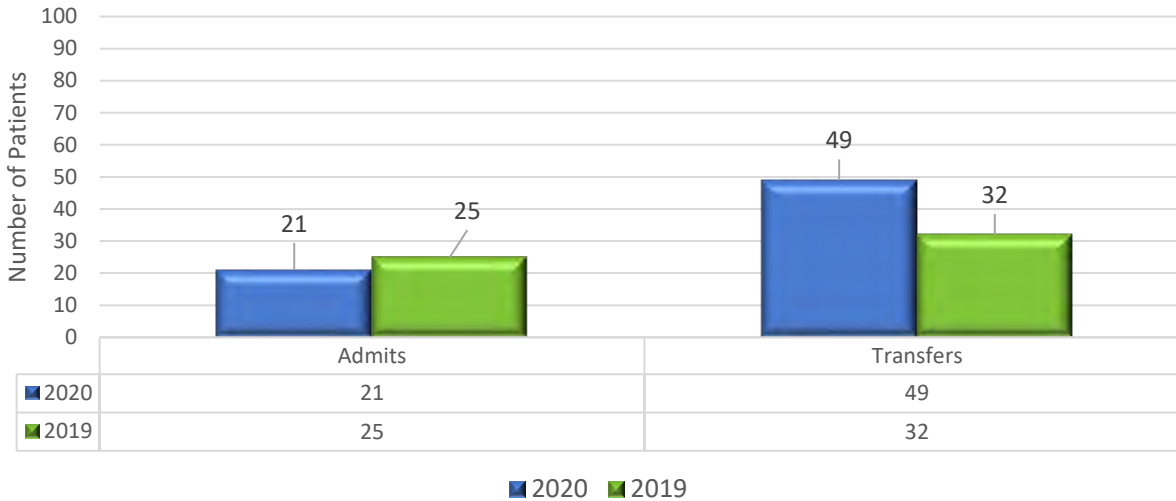


## ED: November



ED: November

### ED Inpatient Admissions and Transfers Monthly Comparison



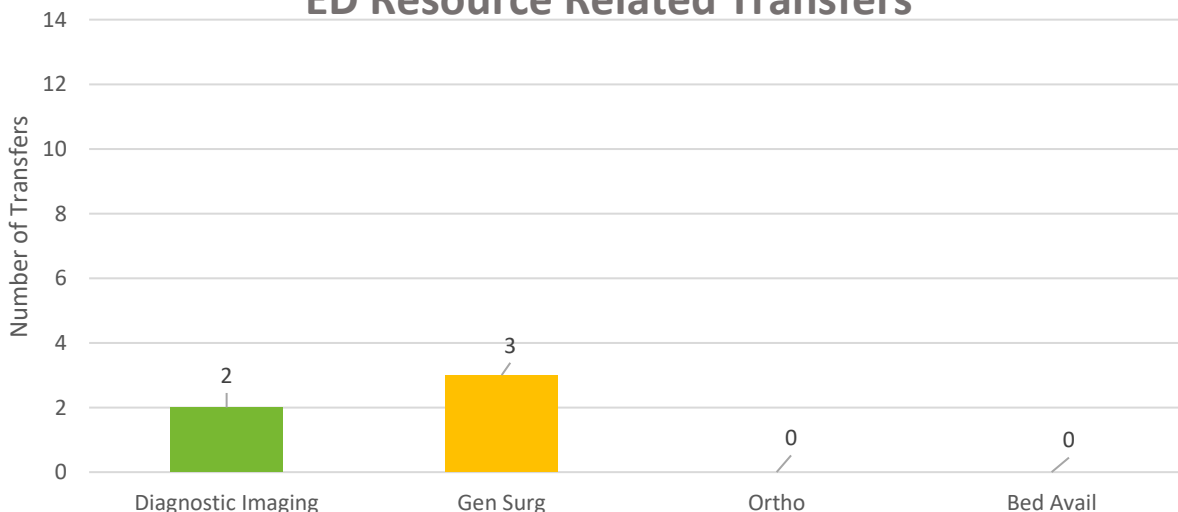
Average Daily Census

14.9

Average Length of Stay (in hours)

2.6

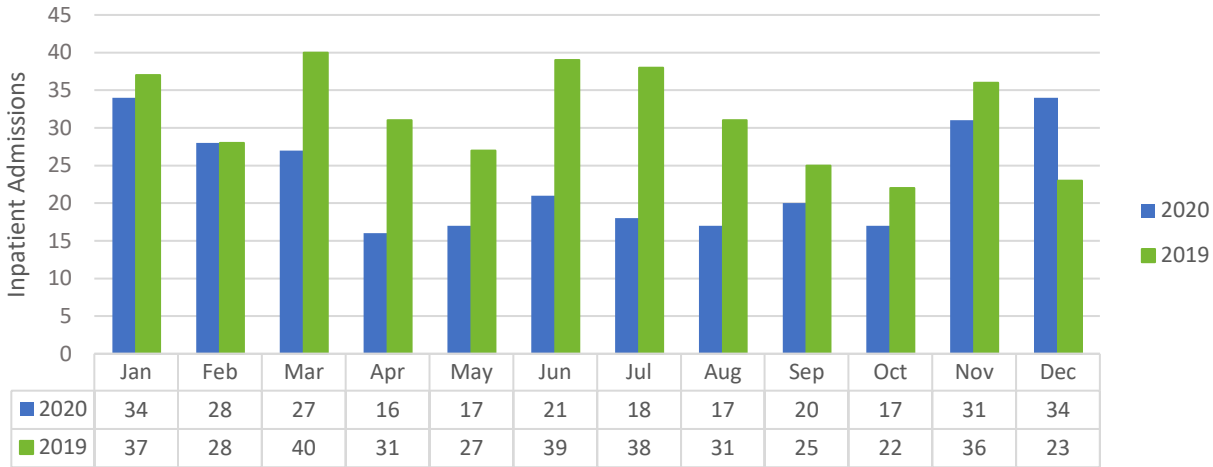
### ED Resource Related Transfers





## Inpatient : November

### Inpatient Admission Comparison



Average Daily Census

3.4

Average Length of Stay (in days)

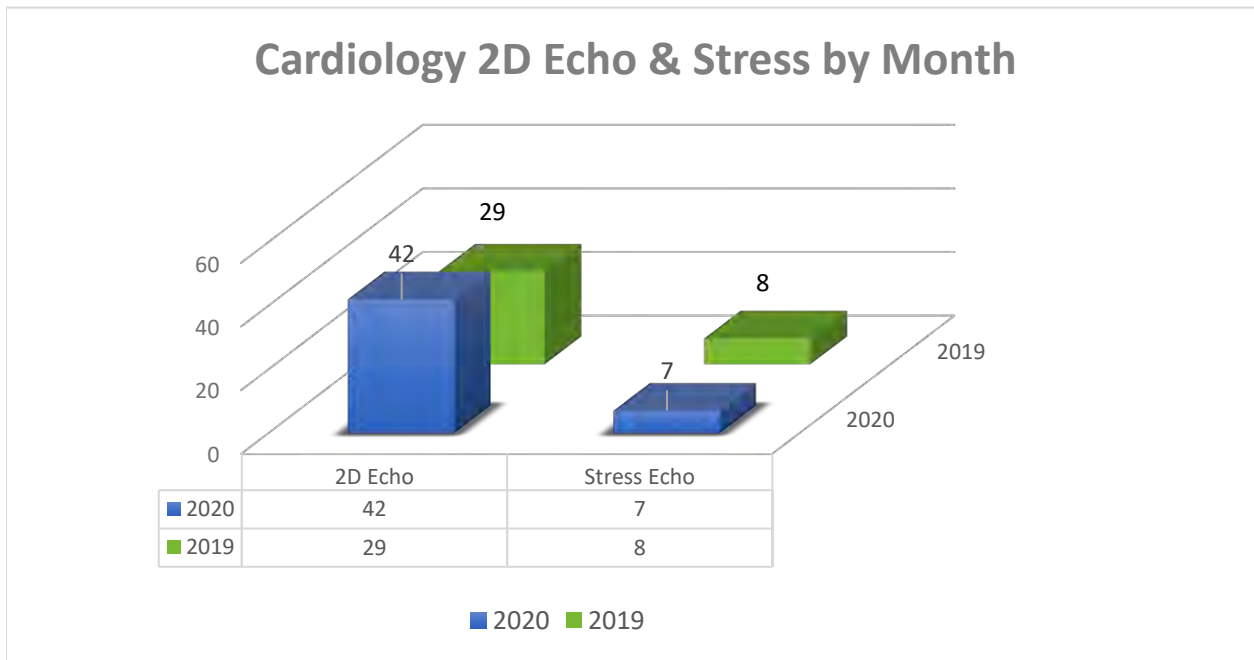
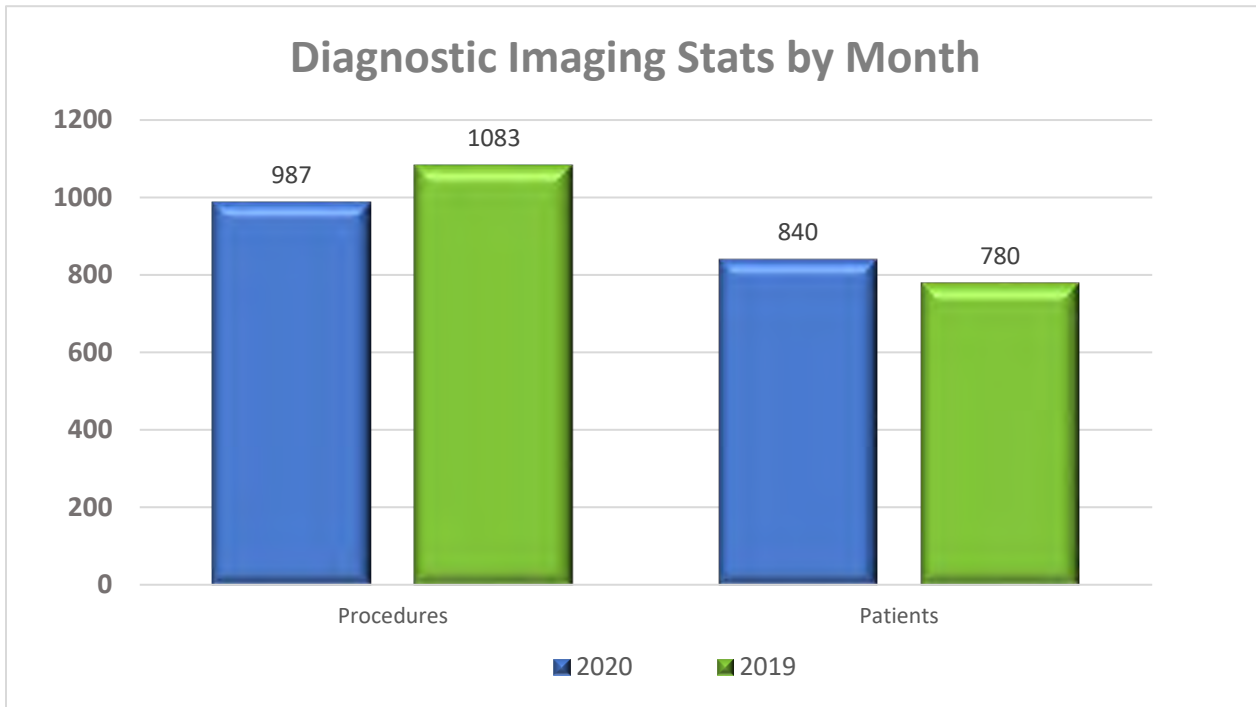
2.2



COVID-19 Patients  
Hospitalized at PSMC

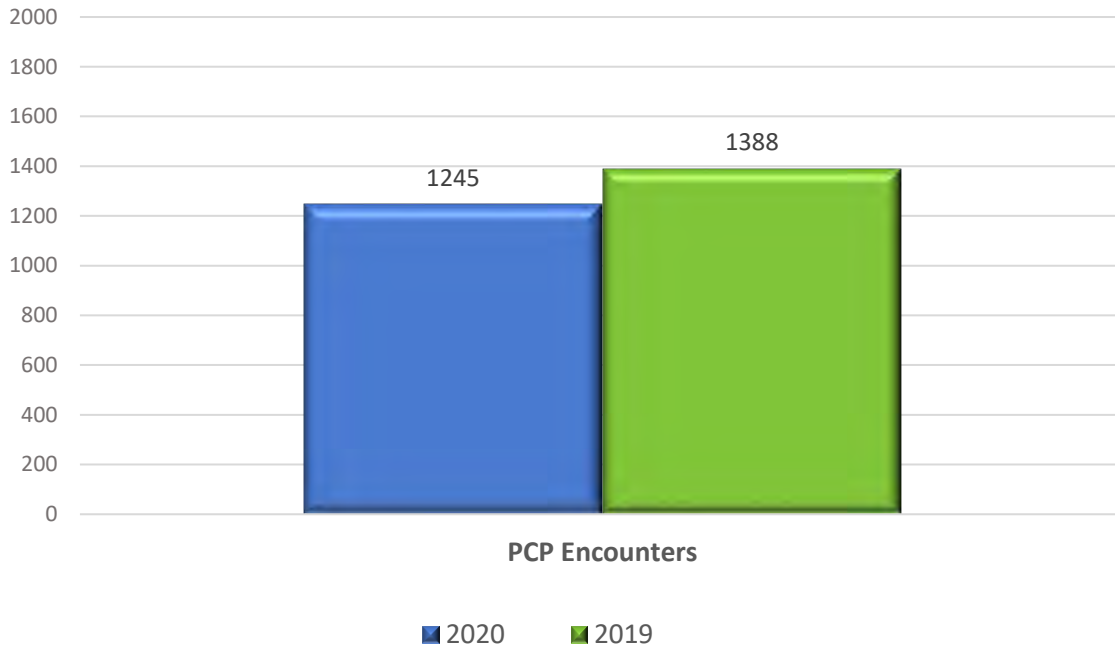
1

## Diagnostic Imaging: November

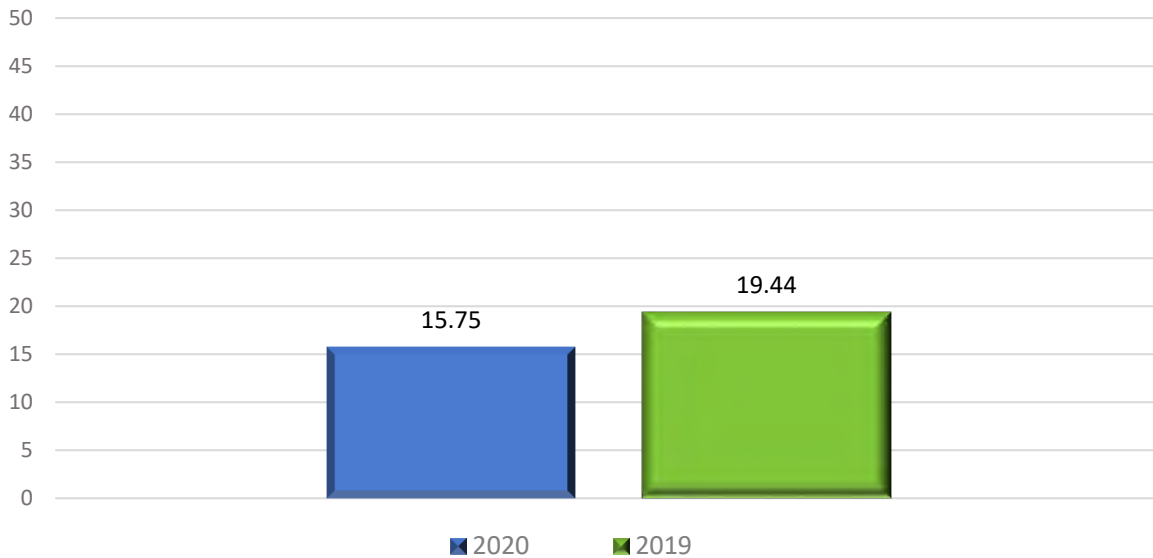


Clinic: November

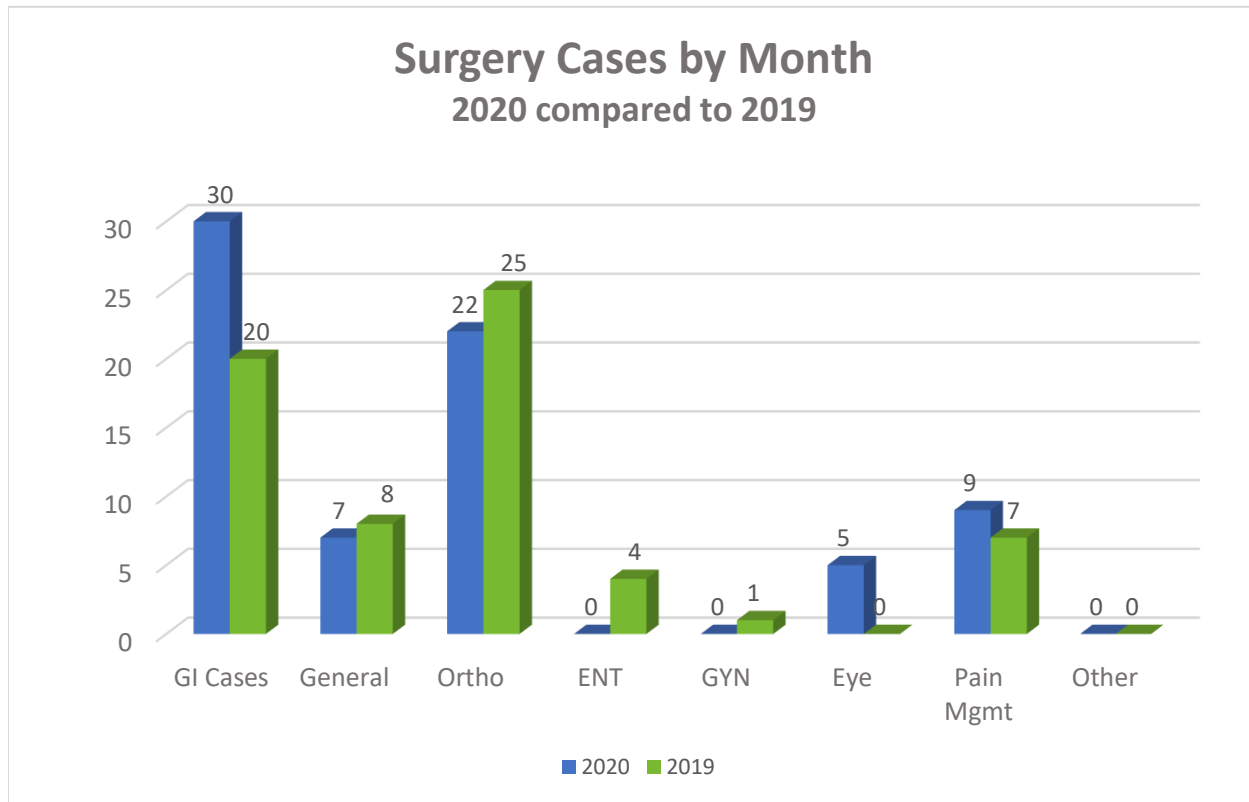
### Rural Health Clinic Encounters by Month



### Average Daily Walk-Ins



## Surgery

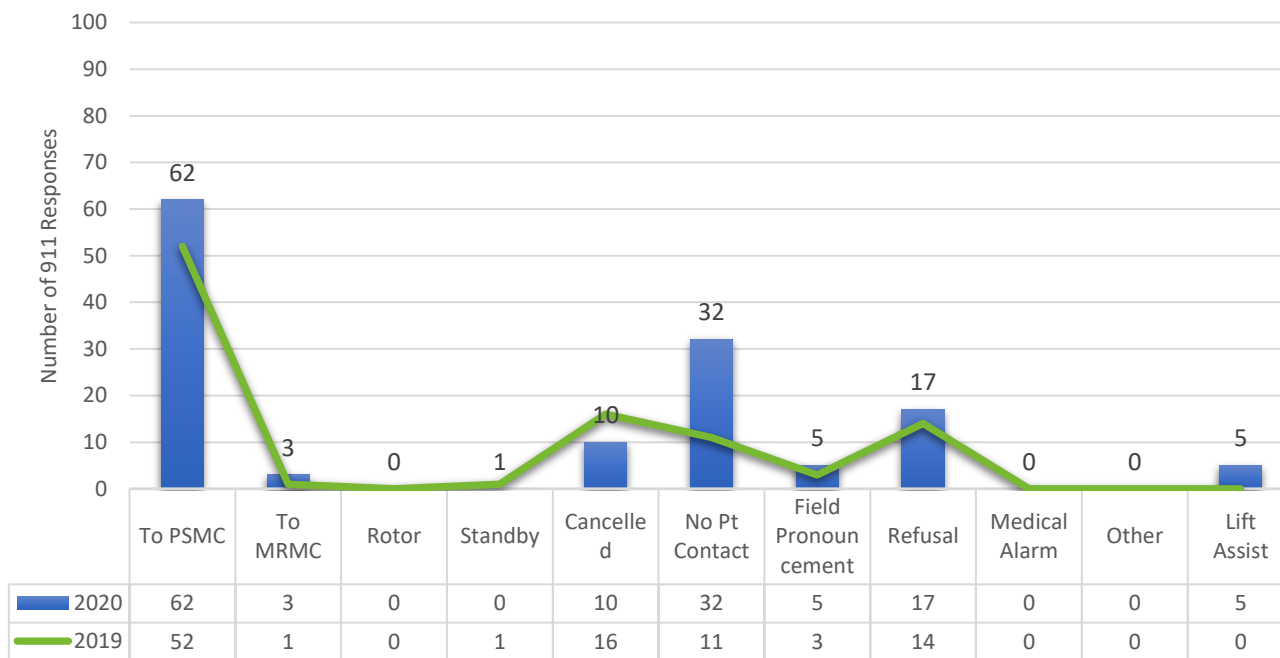




# Operations Report for December 2020

## EMS: December

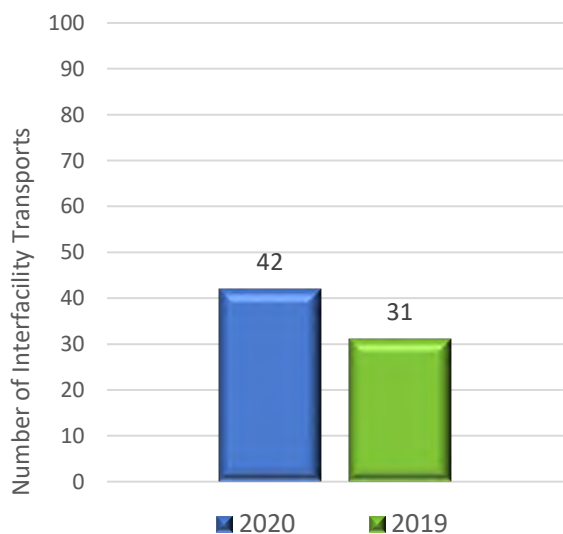
### EMS 911 Response



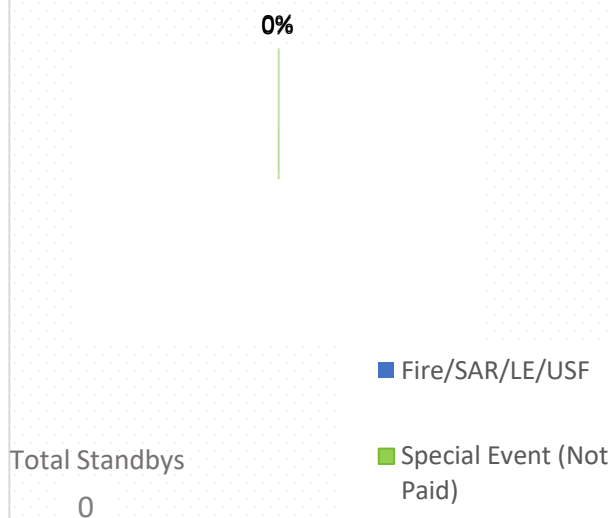
Total 911 Responses for 2020 : 134

2020 2019

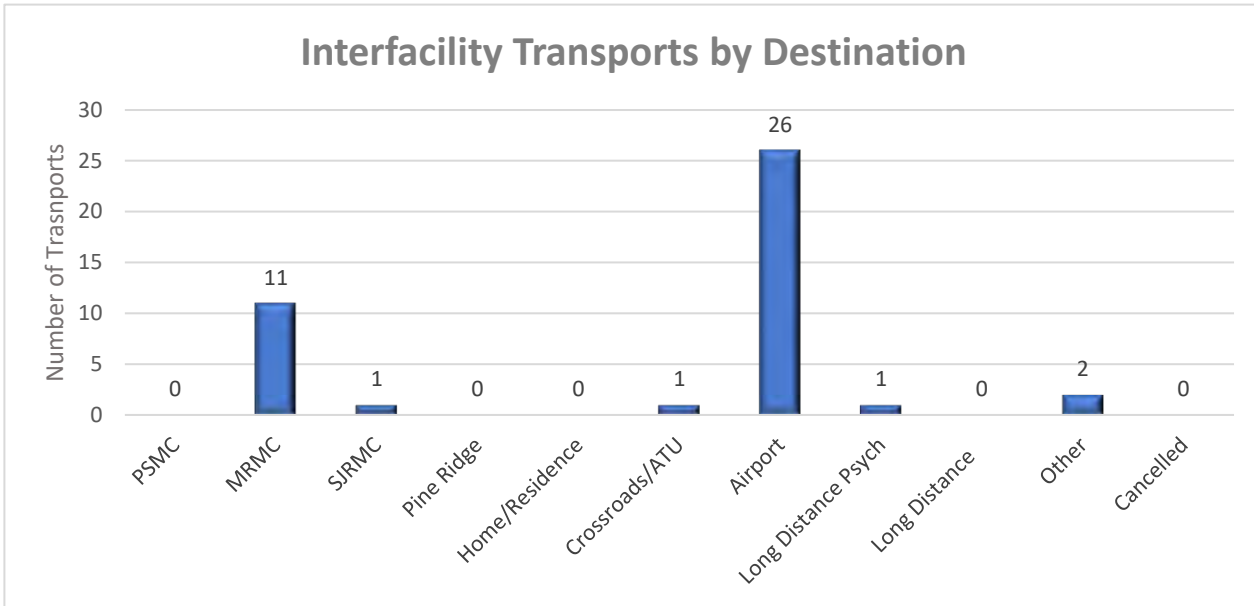
### Total Interfacility Transports



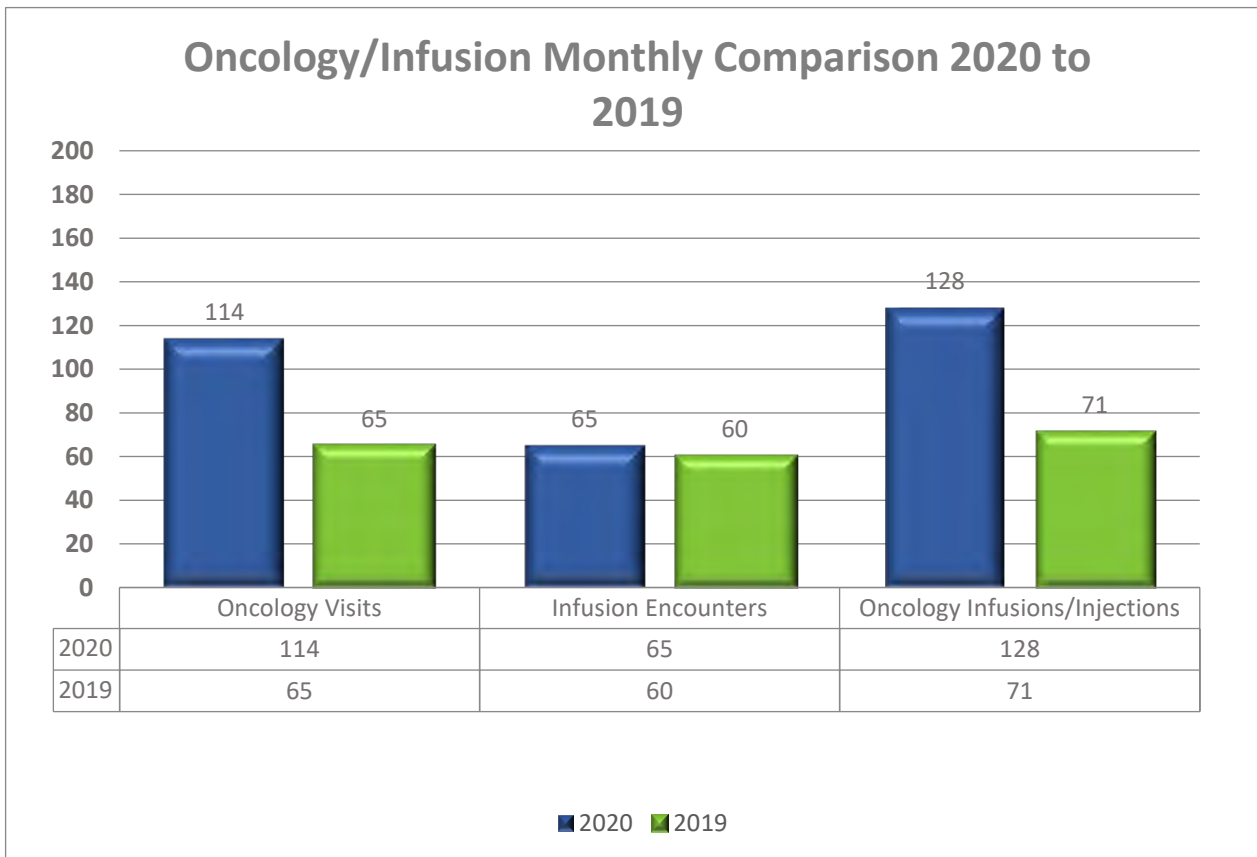
### Breakdown of EMS Standbys



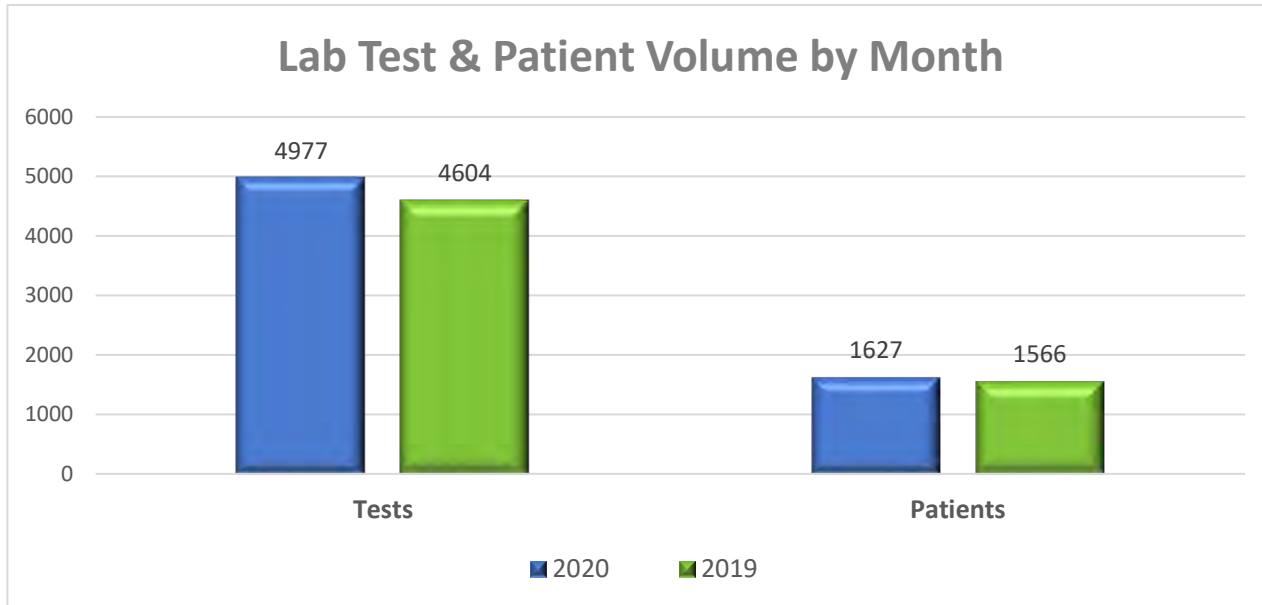
## EMS: December



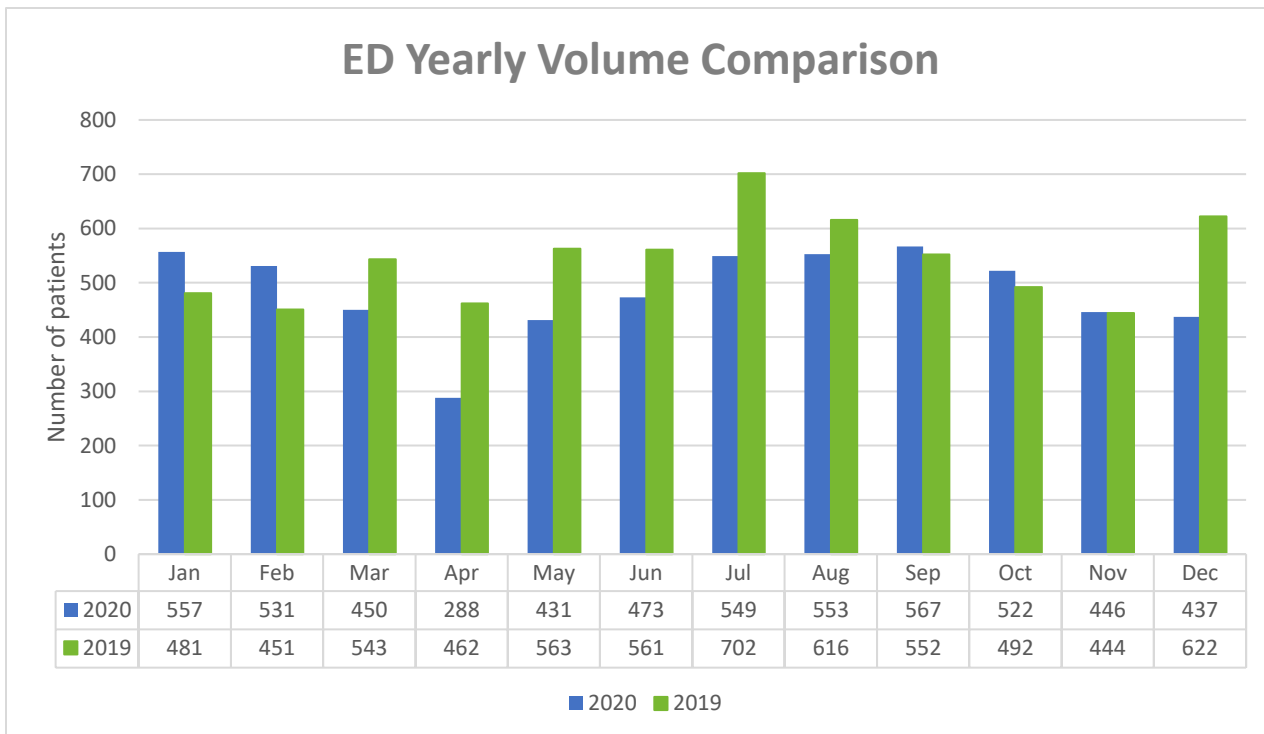
## Oncology/Infusion: December



## Lab: December

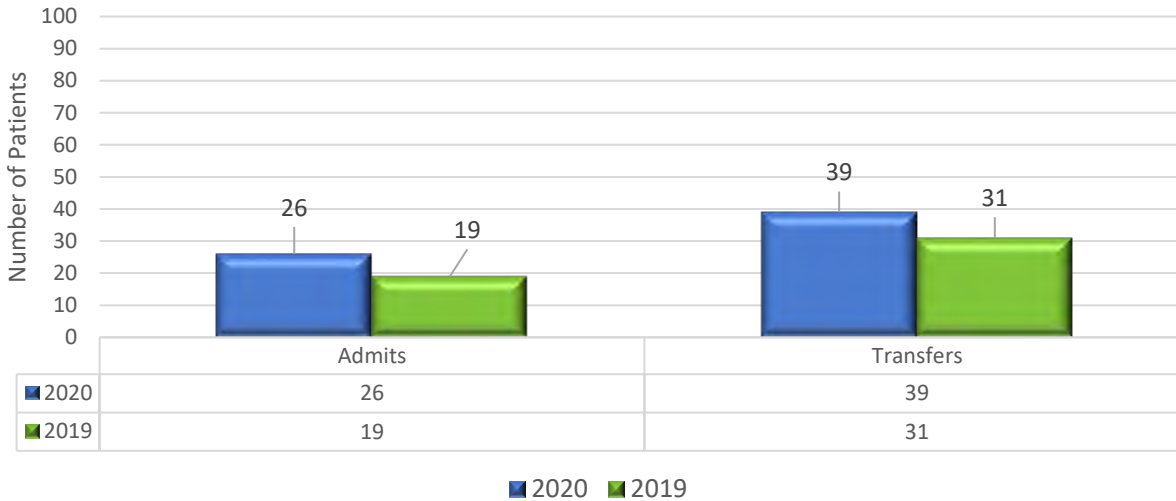


## ED: December



ED: December

### ED Inpatient Admissions and Transfers Monthly Comparison



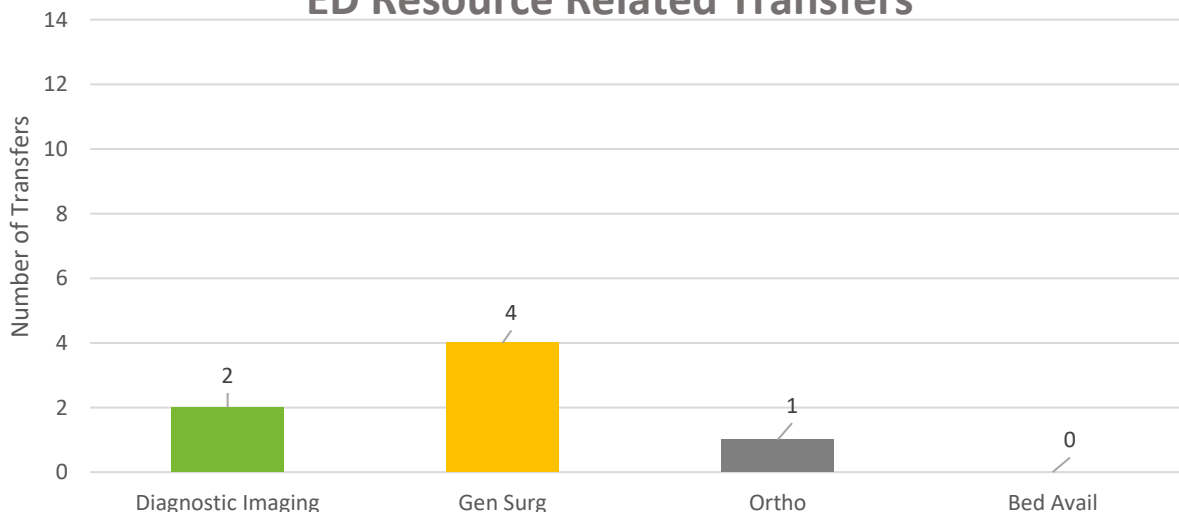
Average Daily Census

14.1

Average Length of Stay (in hours)

2.4

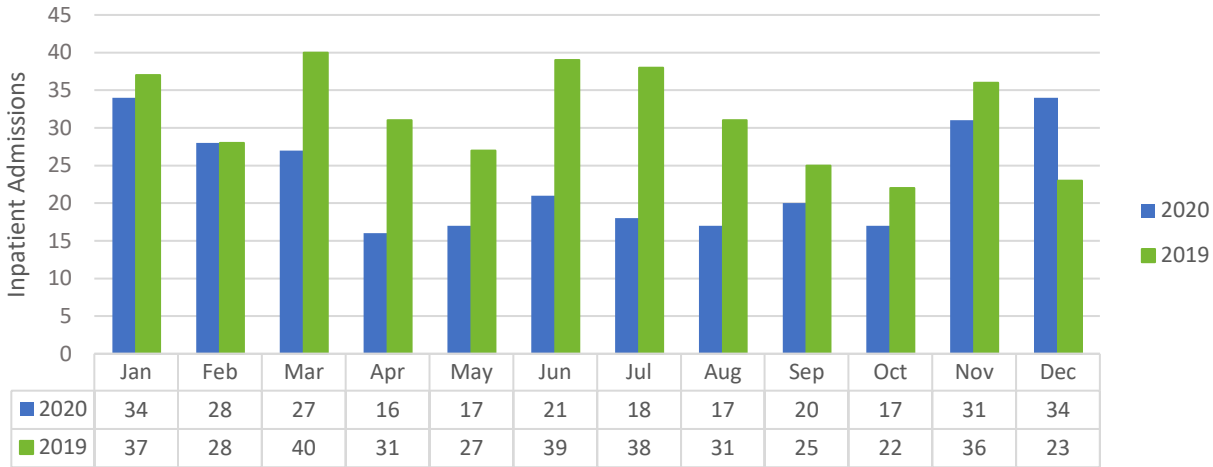
### ED Resource Related Transfers





## Inpatient : December

### Inpatient Admission Comparison



Average Daily Census

4.6

Average Length of Stay (in days)

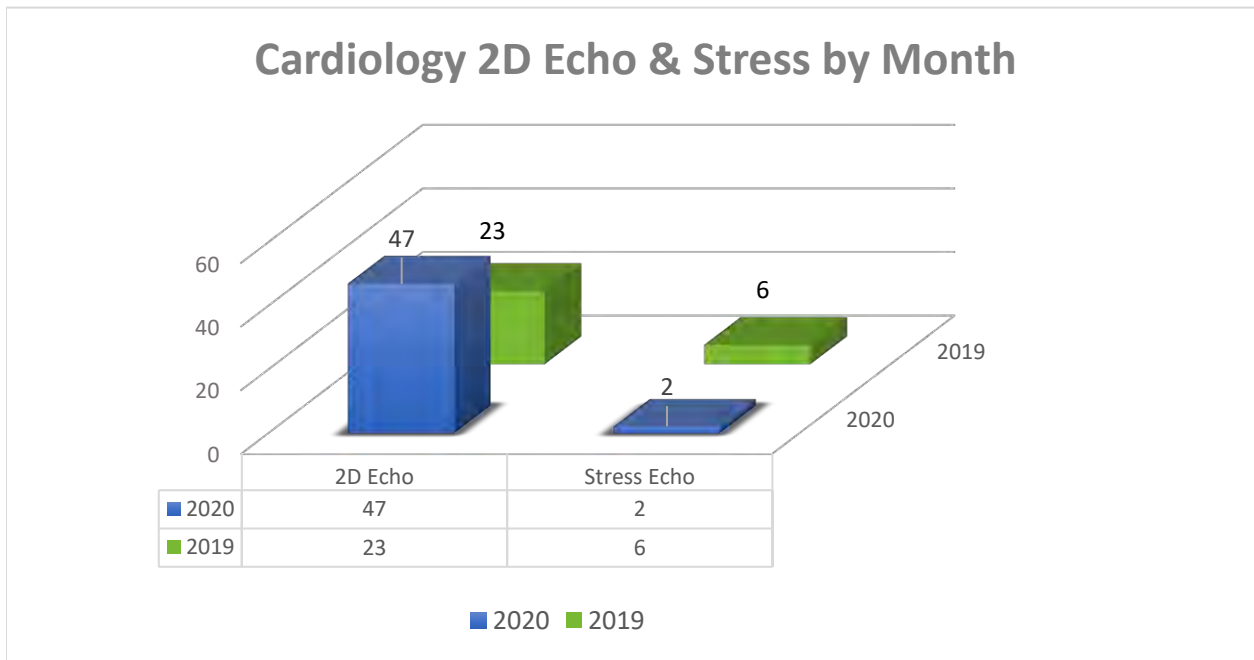
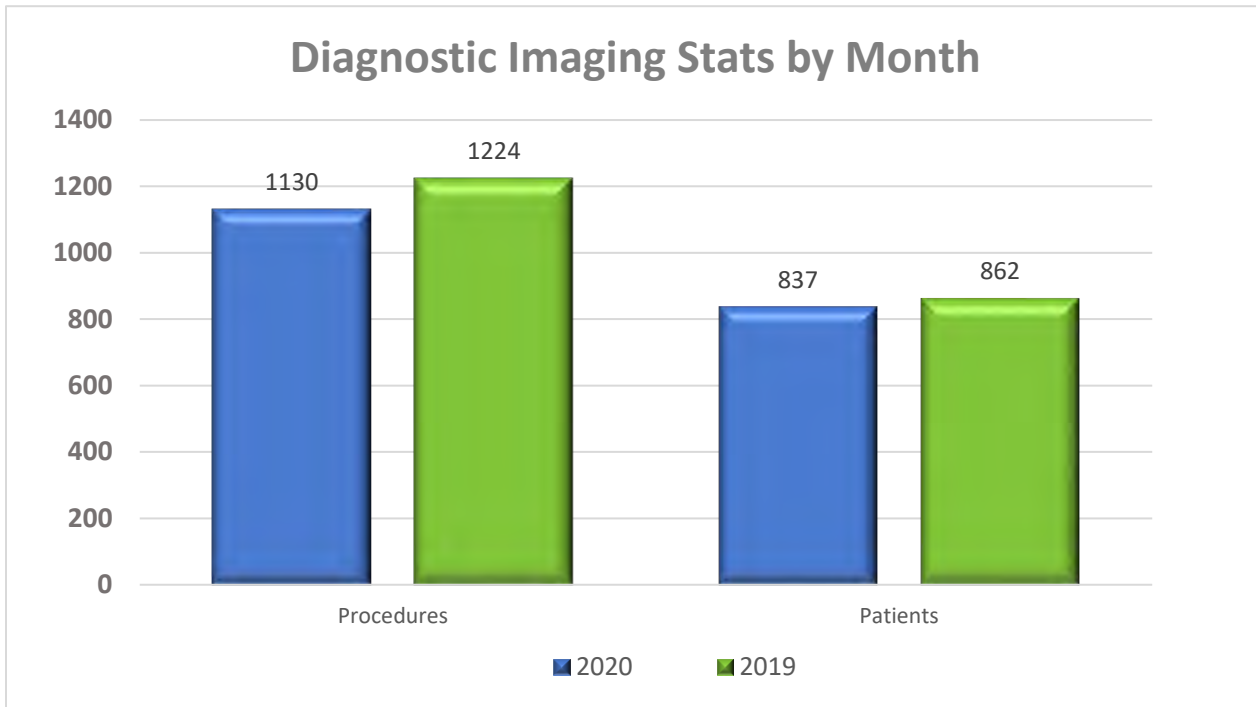
2.6



COVID-19 Patients  
Hospitalized at PSMC

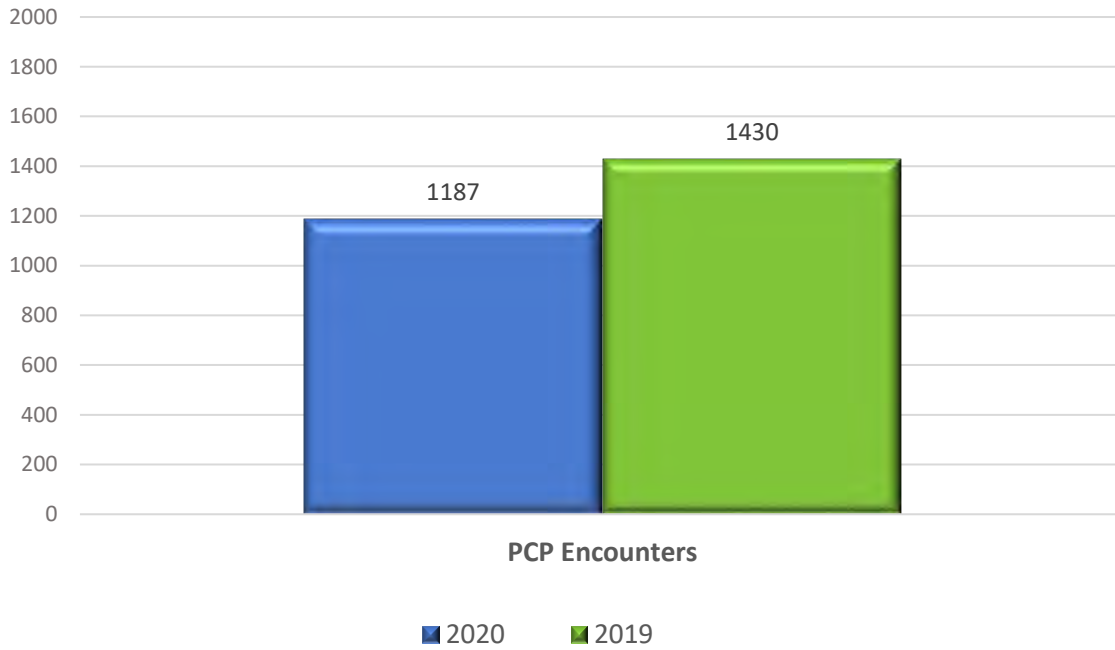
14

## Diagnostic Imaging: December

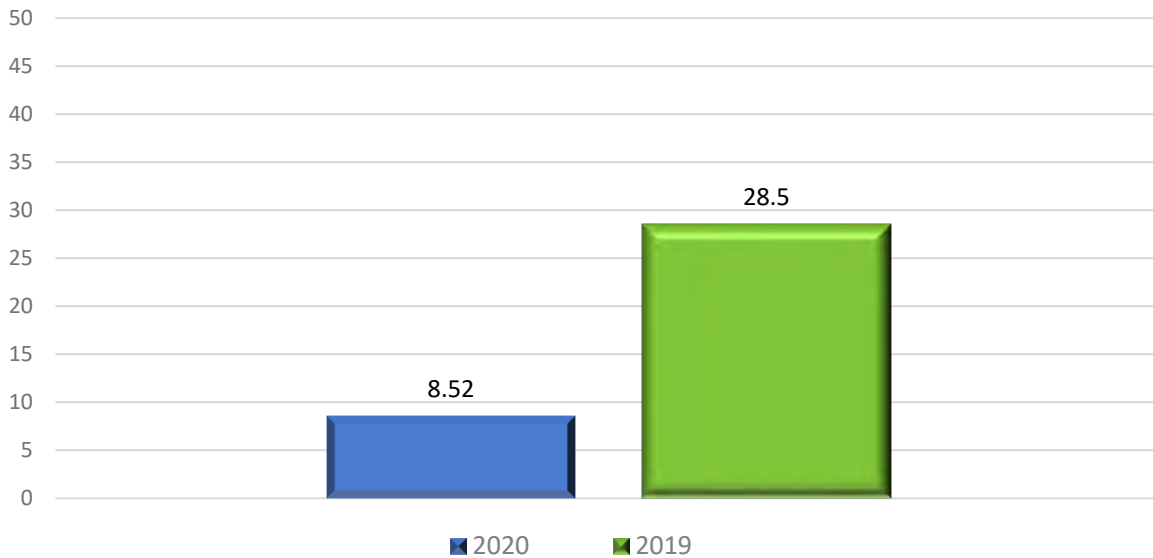


Clinic: December

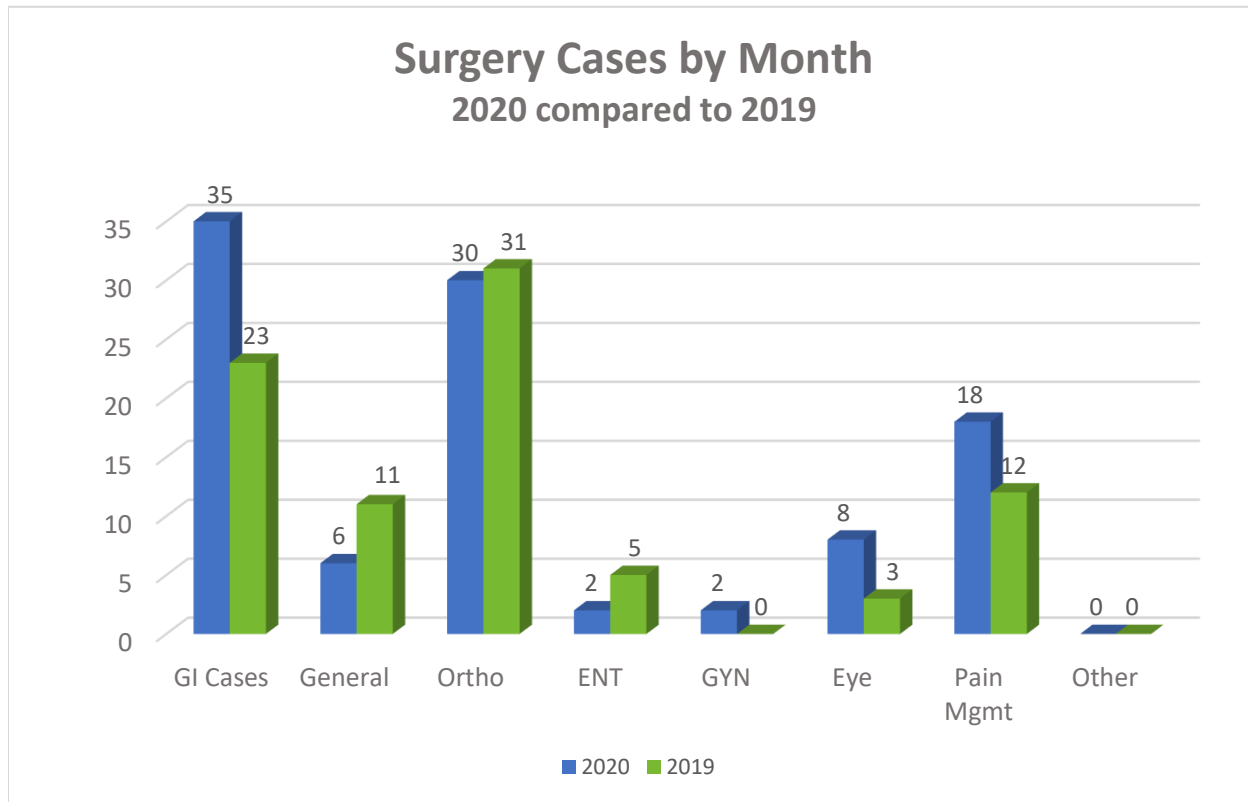
Rural Health Clinic Encounters by Month



Average Daily Walk-Ins



## Surgery





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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, RALPH BATTELS  
January 26, 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
<b>Revised Credentialing: Burden on the Applicant Policy</b>	Revised Medical Staff Policy
<b>Revised Telemedicine Policy</b>	Revised Medical Staff Policy
<b>Revision to Attachment B, Peer Review Policy</b>	Revision of Peer Review 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
<b>Dennis Buck, DO</b>	Initial Appointment	Active/Oncology & Hematology	Oncology & Hematology
<b>Anthony Hasselbach, MD</b>	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Craig Jonas, MD</b>	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
<b>Kimberly Furry, MD</b>	Reappointment	Telemedicine/Orthopedics	Orthopaedic Surgery
<b>Clayton LaBaume, PA-C</b>	Reappointment	APP/Telemedicine Orthopedics	Orthopedics
<b>Jeffrey Levison, MD</b>	Reappointment	Active/Internal Medicine	Internal Medicine
<b>Jennifer Rupp, MD</b>	Reappointment	Telemedicine/Infectious Disease & Internal Medicine	Infectious Disease & Internal Medicine
<b>Carl Salka, MD</b>	Reappointment	Telemedicine/Infectious Disease & Internal Medicine	Infectious Disease & Internal Medicine
<b>Mindy Siegel, MD</b>	Reappointment	Courtesy/Orthopedics	Orthopaedic Surgery
Simeon Abramson, MD, Lora Barke, DO, Janice Brenneman, MD, Vernon Chapman, MD, Keith Dangleis, MD, William Dunfee, MD, David Dungan, MD, Brendan Essary, MD, Matthew Fleishman, MD, Matthew Gipson, MD, William Grande, MD, Phillip Gunther, MD, Orlin Hopper, MD, Paul Hsieh, MD, Sharmila Lingam- Nattamai, MD, Gregory Martin, MD, Richard Obregon, MD, Michael Payne, MD, Peter Ricci, MD, Stanley Smazal, MD, Andrew Sonin, MD, Peter Stratil, MD, Samuel Wang, MD, and Dominic Yee, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology

WRITTEN REPORTS 4.b.ii.

<b>Julie Buchner, MD</b>	Change in Privileges: addition of IUD Insertion and Removal, PFT Interpretation, and Other medical illness during pregnancy – stable/mild Privileges	Active/Family Medicine	Family Medicine
<b>Brittiany Newsome, FNP-C</b>	Change in Privileges: addition of IUD Insertion and Removal Privilege	APP/NP Family Medicine	Family Medicine

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19

Courtesy: 22

Telemedicine: 123

Advanced Practice Providers: 20

Honorary: 1

Total: 185



## **MINUTES OF REGULAR BOARD MEETING**

**Tuesday, November 17, 2020**

**5:00 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 October 13, 2020, 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 Dr. King Campbell, and Director Mark Zeigler.

Present via Zoom: Director Dr. Jim Pruitt, Director Karin Daniels, and Director Jason Cox

Director(s) Absent: None

### **1) CALL TO ORDER**

- a) Call for quorum: Chair Schulte called the meeting to order at 5:00 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:

### **2) PUBLIC COMMENT**

There was none.

### **3) PRESENTATION**

There was none.

### **4) REPORTS**

#### **a) Oral Report**

##### **i) Chair Report**

Chair Schulte advised the Combined Dispatch IGA has been approved by all four partnering agencies and has been executed.

##### **ii) CEO Report**

CEO Dr. Webb gave the following COVID-19 updates:

- Numbers are increasing. PSMC is working with public health to get more people tested,

though number of rapid tests available are limited and are being rationed based on need.

- Curative oral swab tests are being provided via a drive-through located at the back of PSMC building.
- Free COVID-19 testing will be provided 11/18/2020 and 11/20/2020, 10:00 a.m. – 2 p.m. located at the Archuleta County Fairgrounds.
- Yesterday, Combined Hospital Transfer Center, organized by the State of Colorado, was activated due to overloaded hospitals difficulty placing patients. Currently categorized as Tier 1. The urban hospital that PSMC refers the most patients to is UC Memorial. PSMC will call that hospital first for any COVID transfers.
- Yesterday, all but one bed filled. Transferred two patients to higher level of care, one in critical condition.
- PSMC currently does not have COVID patients in the hospital, as current recommendations state that the drug Remdesivir is needed for treatment. PSMC has not yet received the treatment drug, but once received will be able to house and treat COVID patients on site. Recommendations are subject to change.
- La Plata County made the decision today to move to Level Red, which is “severe risk” due to the large number of community spread.
- Dr. Webb made an appeal to the community to please follow best practices to decrease viral loads.
- The COVID isolation rooms in the Clinic have been named the Aspen Rooms.
- The vestibule construction is complete. As soon as patient workflow is complete, the vestibule will be open to the public, which is anticipated to be by end of the week.

Questions were asked and answered.

CEO Dr. Webb advised the Board that the company that builds the modular for the MRI equipment is having issues with various supply chains and will not be able to complete the modular until the end of March, 2021. It will then take about an additional month to set up the MRI equipment. The new MRI equipment will most likely be up and running closer to May, 2021.

CEO Dr. Webb then presented and discussed a PowerPoint presentation regarding the 2021 Women’s Health Initiative focusing on 3-D Mammography. The initiative will be a focused fundraising opportunity in 2021. \$50,000 has already been raised toward the initiative from two donors. Questions were asked and answered.

iii) Executive Committee

There was no report.

iv) Foundation Committee

There was no report.

v) Facilities Committee

Vice-Chair Mees noted admiration for how quickly and efficient the construction projects have been and are being completed. Questions were asked and answered.

vi) Strategic Planning Committee:

Chair Schulte offered a suggestion to the Board for providing a Board Retreat and asked the Board if they would be interested in attending. Would like to hire a facilitator to host the retreat. The Board unanimously voiced their consent for a Board Retreat to be scheduled in the near future.



vii) Finance Committee

CFO, Chelle Keplinger-Kloep presented and discussed the attached PowerPoint financial presentations for the months of September and October. Questions were asked and answered.  
A discussion ensued regarding CARES Act funding.

b) **Written Reports**

i) Operations Report

There were no questions.

ii) Medical Staff Report

There were no questions.

5) **DECISION AGENDA**

a) Resolutions for 2021 budget:

i) Resolution 2020-22

Chair Schulte gave a brief overview of the presented resolution.  
Questions were asked and answered.

Vice-Chair Mees motioned to accept Resolution 2020-22 regarding approval of the fundraising goal. Upon motion seconded by Director Dr. Pruitt, the Board unanimously accepted said resolution.

ii) Resolution 2020-23

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

Treasurer-Secretary Dr. Campbell motioned to accept Resolution 2020-23 regarding hazard pay. Upon motion seconded by Director Daniels, the Board unanimously accepted said resolution.

iii) Consideration of resolutions regarding the 2021 budget:

Chair Schulte gave a brief overview of the presented resolutions. CFO Keplinger noted the only changes made to the 2021 proposed budget were staff changes – one person went from a full time to a part time position, additional person added for Patient Experience Leader position; as well as added funds for hiring a marketing agency for public marketing regarding recommendations by the Strategic Planning Committee. The Mill Levy amount was also updated to include the exact amount.

(a) Resolution 2020-24: Vice-Chair Mees motioned to accept Resolution 2020-24 regarding approval of the 2021 budget. Upon motion seconded by Director Zeigler, the Board unanimously accepted said resolution.

(b) Resolution 2020-25: Director Zeigler motioned to accept Resolution 2020-25 to set mill levies. Upon motion seconded by Director Cox, the Board unanimously accepted said resolution.

(c) Resolution 2020-26: Treasurer-Secretary Dr. Campbell motioned to accept Resolution 2020-26 regarding appropriation of funds. Upon motion seconded by Director Zeigler, the Board unanimously accepted said resolution.

6) **CONSENT AGENDA**

Director Daniels motioned to approve the regular meeting minutes of 10/13/2020, and the Medical Staff report recommendations for new or renewal of provider privileges.

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

7) **OTHER BUSINESS**

Chair Schulte discussed scheduling a special meeting to approve the final Budget amendments for budget year 2020. The Board unanimously agreed to schedule a special meeting on Tuesday, 12/29/2020 at 5:00 p.m.

8) **ADJOURN**

There being no further business, Chair Schulte adjourned the regular meeting at 6:47 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board



**MINUTES OF SPECIAL BOARD MEETING**  
**Tuesday, December 29, 2020**  
**5:00 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 December 29, 2020, 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, Treasurer-Secretary Dr. King Campbell, and Director Mark Zeigler.

Present via Zoom: Director Dr. Jim Pruitt, Director Karin Daniels, and Director Jason Cox

Director(s) Absent: Vice-Chair Mees.

**1) CALL TO ORDER**

- a) Call for quorum: Chair Schulte called the meeting to order at 5:00 p.m. MST and Clerk to the Board, Heather Thomas, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: There were none.
- c) Approval of the Agenda: The Board noted approval of the agenda.

**2) PUBLIC COMMENT**

There was none.

**3) PUBLIC HEARING ON THE 2020 SUPPLEMENTAL BUDGET AND APPROPRIATION FOR USJHSD**

Chair Schulte, opened the public hearing at 5:02 p.m. MST, by referencing the newspaper notice published in The Pagosa Springs SUN and noted the purpose of the hearing is a proposed Supplemental Budget and Appropriation to the 2020 Budget related to Upper San Juan Health Service District’s receipt of unanticipated revenues.

A brief overview was presented by CFO, Chelle Keplinger, regarding the unanticipated revenues. Treasurer-Secretary noted recommendation on behalf of the Finance Committee to accept Resolution 2020-27.

Chair Schulte asked for comments from the public. There were no public comments. Chair Schulte then closed the Public Hearing at 5:05 p.m. MST.

**1) DECISION AGENDA**

Director Zeigler motioned to accept Resolution 2020-27 regarding approval of the 2020 Supplemental Budget and Appropriation. The motion was then seconded by Director Dr. Pruitt. Legal Counsel, Ann Bruzzese, noted a statement within a sentence was missing on the attached Schedule 1 to Resolution 2020-27 regarding the CARES Act funds, which was to include the statement “lost revenue 2020 compared to 2019.”

Director Zeigler amended the motion to accept Resolution 2020-27 regarding approval of the 2020 Supplemental Budget and Appropriation, noting inclusion of the above-mentioned statement to the CARES Act funds sentence on Schedule 1. Upon motion seconded by Director Dr. Pruitt, the Board unanimously accepted Resolution 2020-27, as amended.

4) **OTHER BUSINESS**

There was none.

5) **ADJOURN**

There being no further business, Chair Schulte adjourned the regular meeting at 5:05 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board

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

**Formal Written Notice  
January 26, 2021**

**NOTICE REGARDING POSTING FOR MEETINGS and  
REGULAR BOARD MEETING SCHEDULE FOR 2021**

WHEREAS, Special Districts are required by Colorado Revised Statutes Section 24-6-402(2)(c) to designate annually at the District Board's first regular meeting of each calendar year, the place at which meeting notices will be posted at least 24 hours prior to each meeting; and

WHEREAS, pursuant to House Bill 19-1087, codified in § 24-6-402, C.R.S., as of August 2, 2019, Special Districts are authorized to post full and timely notice of its meetings no less than twenty-four hours prior to the holding of the meeting on the public website of the District; and

WHEREAS, the District's website is accessible at no charge to the public, and the District has provided the website address to the Department of Local Affairs for inclusion in the inventory maintained pursuant to § 24-32-116, C.R.S.; and

WHEREAS, the District will retain one physical location within the District boundaries designated for posting notice no less than twenty-four hours prior to a meeting if the District is unable to post a notice online in the exigent or emergency circumstances, such as a power-outage or an interruption in internet service, that prevents the public from accessing the notice online.

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN  
JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES AS FOLLOWS:**

1. Designated Posting Location. Pursuant to § 24-6-402, C.R.S., the District's designated posting location for public meetings (regular, special, and study sessions) shall be on the District's webpage, accessible online at the following address:

[www.pagosaspringsmedicalcenter.org](http://www.pagosaspringsmedicalcenter.org)

2. Designated Physical Posting Location. In the event of exigent or emergency circumstances, such as a power outage or an interruption in internet service, that prevents the public from accessing the online designated posting location or prevents the District from posting a notice at the online designated posting location, the District will post notice of public

meetings at least twenty-four hours prior to the meeting at the following physical location within the District:

Pagosa Springs Medical Center  
95 S. Pagosa Boulevard  
Pagosa Springs, Colorado

3. For 2021, the USJHSD Board of Directors shall meet at 5:30 p.m. on the **FOURTH TUESDAY** of each month (*exception for the month of November as noted below*) at Pagosa Springs Medical Center located at 95 S. Pagosa Boulevard, Pagosa Springs.

**SCHEDULE OF REGULAR MEETING DATES:**

January 26, 2021	July 27, 2021
February 23, 2021	August 24, 2021
March 23, 2021	September 28, 2021
April 27, 2021	October 26, 2021
May 25, 2021	November 16, 2021 ( <i>3<sup>rd</sup> Tuesday</i> )
June 22, 2021	December 28, 2021

Questions concerning meetings should be directed to the Clerk of the Board, Heather Thomas, at 95 S. Pagosa Blvd., Pagosa Springs, Colorado, telephone number 970-731-3700.

APPROVED by the Board of Directors of the Upper San Juan Health Service District on this 26<sup>th</sup> day of January, 2021.

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Greg Schulte, as Chairman of the Board

# 20 21 SPECIAL DISTRICT "TRANSPARENCY NOTICE"

Notice to Electors 32-1-809 C.R.S.

Legal Name of  
Special District:

**UPPER SAN JUAN HEALTH SERVICE DISTRICT**

This information must be provided<sup>1</sup> annually to the eligible electors of the district between November 16 and January 15.

Address and telephone number of district's principal business office	<b>95 S. Pagosa Boulevard Pagosa Springs, CO 81147 (970) 731-3700</b>
Name and telephone of manager or other primary contact person for district	<b>Heather Thomas, Clerk to the Board (970) 731-700</b>
Email address of primary contact (Optional)	<b>Heather.Thomas@PSMedicalCenter.org</b>
District's website address (Required if choosing to post meeting notices online per HB 19-1087)	<b>www.pagosaspringsmedicalcenter.org</b>
Time and place designated for regular board meetings [per C.R.S. 32-1-903]	<b>Fourth Tuesday of every month, except for the month of November (which shall be the third Tuesday in November) at 5:30 p.m., 95 S.Pagosa Blvd., Pagosa Springs, CO.</b>  <b>Exceptions noted: 3rd Tuesday in November</b>
Posting place designated for meeting Notice [per C.R.S. 24-6-402(2)(c)]	<b>https://www.pagosaspringsmedicalcenter.org</b>

Names and Contact Information of Board Members  <i>Check applicable boxes for a Board Member whose seat will be on the ballot at the next regular election.</i>	(1) Board Chair Name: <u>Greg Schulte</u> Contact Info: (970) 731-3700 <u>95 S. Pagosa Blvd., Pagosa Springs, CO</u> <input checked="" type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> One-year term <input type="checkbox"/> Three-year term	(2) Name: <u>Matt Mees</u> Contact Info: (970) 731-3700 <u>95 S. Pagosa Blvd., Pagosa Springs, CO</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> One-year term <input checked="" type="checkbox"/> Three-year term
	(3) Name: <u>This office is vacant as of 01/21/2021</u> Contact Info: <input checked="" type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> One-year term <input type="checkbox"/> Three-year term	(4) Name: <u>Dr. Jim Pruitt</u> Contact Info: (970) 731-3700 <u>95 S. Pagosa Blvd., Pagosa Springs, CO</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> One-year term <input checked="" type="checkbox"/> Three-year term
	(5) Name: <u>Karin Daniels</u> Contact Info: (970) 731-3700 <u>95 S. Pagosa Blvd., Pagosa Springs, CO</u> <input checked="" type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> One-year term <input type="checkbox"/> Three-year term	
For seven-member boards	(6) Name: <u>Jason Cox</u> Contact Info: (970) 731-3700 <u>95 S. Pagosa Blvd., Pagosa Springs, CO</u> <input checked="" type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> One-year term <input type="checkbox"/> Three-year term	(7) Name: <u>Mark Zeigler</u> Contact Info: (970) 731-3700 <u>95 S. Pagosa Blvd., Pagosa Springs, CO</u> <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> One-year term <input checked="" type="checkbox"/> Three-year term

Date of next regular election	May ___, 20__	
<p>Self-nomination forms to be a candidate for district board member may be obtained from and should be returned to the Designated Election Official (or Board Chair or Secretary if no DEO). [per C.R.S. 1-13.5-303]</p> <p>Self-nomination forms for the next regular election must be received by the district by:</p> <p style="text-align: center;">_____, 20__, no later than __:___ PM.</p> <p>Applications for absentee voting or for permanent absentee voter status are available from and must be returned to the Designated Election Official. [per C.R.S. 1-13.5-1003]</p>		
<p>Designated Election Official: _____</p> <p>Contact Address: _____</p> <p>Contact Phone: _____</p>		
District election results will be posted on these websites:	<p><b>Secretary of State</b>  <a href="https://www.sos.state.co.us">https://www.sos.state.co.us</a></p>	<p>Department of Local Affairs  <a href="https://dola.colorado.gov/lgis">https://dola.colorado.gov/lgis</a></p>

District Mill Levy	_____ mills, for collection in 20__
Total ad valorem tax revenue received in the previous year (note if unaudited or otherwise incomplete)	\$ _____

File copy of this Notice with:

- ☐ Clerk and Recorder of each county in which the district is wholly or partially located
- ☐ Assessor of each county in which the district is wholly or partially located
- ☐ Treasurer of each county in which the district is wholly or partially located
- ☐ Board of commissioners of each county in which the district is wholly or partially located
- ☐ Governing body of any municipality in which the district is wholly located
- ☐ Division of Local Government
- ☐ **District's principal business office where it shall be available for public inspection**

<sup>1</sup> Notice must be provided in one or more of the following manners:

- a) Mail Notice separately to each household where one or more eligible electors of the special district resides (Note: Districts with overlapping boundaries may combine mailed Notices, so long as the information regarding each district is separately displayed and identified);
- b) Include Notice as a prominent part of a newsletter, annual report, billing insert, billing statement, letter, voter information card or other Notice of election, or other informational mailing sent by the district to the eligible electors;
- c) Post Notice **on district's official website (Note: You must also provide the Division of Local Government (<http://www.colorado.gov/dola>) with the address of your district's website in order to establish a link on the DLG's site. Please use our Contact Update form available on our website or by request.);**
- d) Post Notice on website of the Special District Association of Colorado (<http://www.sdaco.org>) (Note: Your district must be an SDA member. Send Notice to SDA by mail or electronic transmission); or
- e) For a special district with less than one thousand eligible electors that is wholly located within a county with a population of less than thirty thousand, posting the Notice in at least three public places within the limits of the special district and, in addition, posting a Notice in the office of the County Clerk and Recorder of the county in which the special district is located. Such Notices shall remain posted until the Tuesday succeeding the first Monday of the following May.





**Upper San Juan Health Service District (USJHSD)**  
**CONFLICT OF INTEREST DISCLOSURE AGREEMENT**

Preliminary note: In order to be more comprehensive, this statement of disclosure/questionnaire also requires information with respect to certain parties that are related to you. These persons are termed “*affiliated persons*” and include the following:

- Your spouse, domestic partner, child, mother, father, brother or sister
- Any corporation or organization of which you are a board member, an officer, a partner, participate in management or are employed by, or are, directly or indirectly, a debt holder or the beneficial owner of any class of equity securities
- Any trust or other estate in which you have a substantial beneficial interest or as to which you serve as a trustee or in a similar capacity.

1. NAME OF PERSON: (Please print)

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2. CAPACITY:

☐ Board of Directors      ☐ Executive Committee      ☐ Volunteer  
☐ Committee Member      ☐ Staff (position): \_\_\_\_\_

3. Have you or any affiliated persons provided services or property to USJHSD in the past year?

☐ YES      ☐ NO

If yes, please describe the nature of the services or property and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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4. Have you or any affiliated persons purchased services or property from USJHSD in the past year?

☐ YES      ☐ NO

If yes, please describe the transaction(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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5. Please indicated whether you or any of your affiliated persons had any direct or indirect interest in any business transaction(s) in the past year to which USJHSD was/is a party:

☐ YES ☐ NO

If yes, please describe the transaction(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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6. Were you or any of your affiliated persons indebted to pay money to USJHSD at any time in the past year?

☐ YES ☐ NO

If yes, please describe the indebtedness and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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7. In the past year, did you or any of your affiliated persons receive, or become entitled to receive, directly or indirectly, any personal benefits from USJHSD or as a result of your relationship with USJHSD, that in the aggregate could be valued in excess of \$1,000.00, that were not or will not be compensation directly related to your duties to USJHSD?

☐ YES ☐ NO

If yes, please describe the benefit(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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8. Are you or any of your affiliated persons a party to or have an interest in any pending legal proceedings involving USJHSD?

☐ YES ☐ NO

If yes, please describe the proceeding(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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9. Have you or any of your affiliate persons entered into a contract for valuable consideration with the District which is currently in effect?

☐ YES ☐ NO

If yes, please specify such contract, agreement or transaction and the value of such benefit:

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10. Do you or any of your affiliated persons intend to enter into a contract for valuable consideration with the District?

\_\_\_ YES \_\_\_ NO

If yes, please specify such contract, agreement or transaction and the value of such benefit:

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11. Are you aware of any other events, transactions, arrangements or other situations that have occurred or may occur that you believe should be examined by USJHSD's Board of Executive Committee in accordance with the terms and intent of USJHSD's Conflict of Interest policy?

\_\_\_ YES \_\_\_ NO

If yes, describe the situation(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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12. Are you an elected or appointed official to the board of any other local government or other entity that does business with the District?

\_\_\_ YES \_\_\_ NO

If so, please specify your position and the local government or entity:

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I HEREBY CONFIRM that I have read and understand USJSHD's Conflict of Interest policy, and that my responses to the questions above are complete and correct to the best of my knowledge.

Furthermore, I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with this policy, I will notify the Board Chair immediately.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## Upper San Juan Health Service District (USJHSD) GIFT POLICY AND DISCLOSURE FORM

As part of its Conflict of Interest policy, USJHSD requires that Board of Directors, officers, staff, committee members and volunteers of USJHSD decline to accept certain gifts, consideration or remuneration from individuals or companies that seek to do business with USJHSD or are a competitor of it. This policy and disclosure form is intended to implement that prohibition on gifts.

**Responsible Person** is any person serving as a Board of Directors member, officer, staff, committee member or volunteer of USJHSD.

**Family Member** is a spouse, domestic partner, parent, child or spouse of a child, or a brother, sister, or spouse of a brother or sister, of a Responsible Person.

**Contract or Transaction** is any agreement or relationship involving the sale or purchase of goods, services or rights of any kind, receipt of a loan or grant, or the establishment of any other pecuniary relationship. The making of a gift to USJHSD is not a “contract” or “transaction.”

### ***Prohibited Gifts, Gratuities and Entertainment***

Except as approved by the Chairman of the Board or his/her designee or for gifts of a value less than \$50 which could not be refused without discourtesy, no Responsible Person or Family Member shall accept gifts, entertainment or other favors from any person or entity which:

1. Does or seeks to do business with USJHSD or,
2. Does or seeks to compete with USJHSD or,
3. Has received, is receiving, or is seeking to receive a Contract or Transaction with USJHSD.

### **GIFT STATEMENT**

I certify that I have read the above policy concerning gifts, and I agree that I will not accept gifts, entertainment or other favors from any individual or entity, which would be prohibited by the above policy. Following my initial statement, I agree to provide a signed statement at the end of each calendar year certifying that I have not received any such gifts, entertainment or other favors during the preceding year.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date