



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

Tuesday, March 23, 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 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
 - iii) ~~Executive Committee~~ ~~Chair Schulte and V. Chair Mees~~
 - iv) ~~Foundation Committee~~ ~~Dir. Mees, Dir. Dr. Pruitt and CEO R. Webb~~

- v) ~~Facilities Committee~~ ~~Dir. Mees, Dir. Daniels, and COO K. Douglas~~
- vi) Strategic Planning Committee Dir. Schulte, Dir. Cox and CEO R. Webb
- vii) [Finance Committee & Report](#) Dir. Ziegler and CFO C. Keplinger
 - (a) [Update on refunding of 2006 bonds](#)
- viii) [Ad Hoc Search Committee](#) Dir. Schulte and Dir. Daniels

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

- i) [Operations Report](#) COO-CNO, Kathee Douglas
- ii) [Medical Staff Report](#) Chief of Staff, Dr. Ralph Battels

5) DECISION AGENDA

- a) **Consideration of [Resolution 2021-03](#)** regarding appointment to fill Board seat vacancy, due to resignation of Dr. King Campbell, for the remainder of the seat's term.

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 03/23/2021](#)
- b) Approval of Minutes for the following meeting(s):
 - i) Regular Meeting of: 02/23/2021
- c) Approval of Medical Staff report recommendations for new or renewal of provider privileges.

7) OTHER BUSINESS

8) ADJOURN

**Finance Committee & CFO Report for the
USJHSD Board Meeting on March 23, 2021**

This report provides a summary of the discussions of the Board's Finance Committee that met on March 16, 2021.

1) **February Financials:**

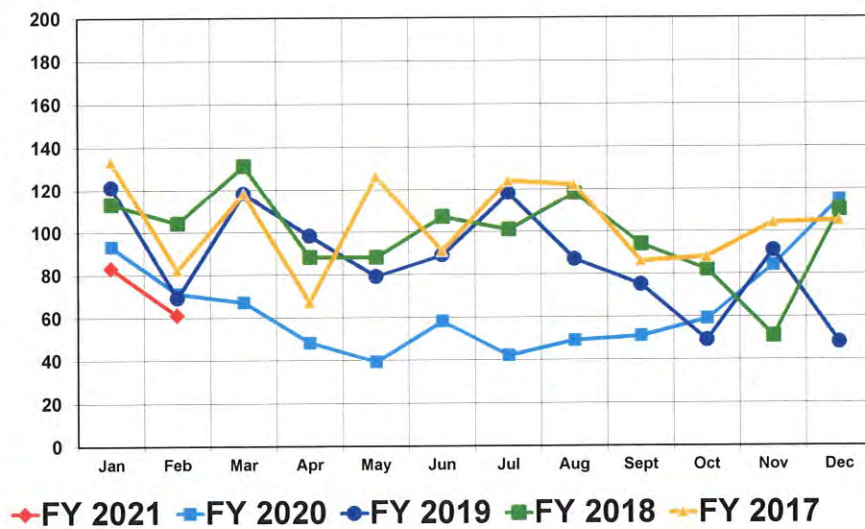
- a) **Cash Collections:** Cash collections fell significantly short of our goal for both January and February. The reason for this is claims were delayed in going out (mostly due to a process error and some due to a delay in setting up the administrative fee for Covid vaccines). We are working diligently to get caught up on issuing claims and collections -- we are hopeful to be caught up on cash collections by the end of May. In the interim, falling short of our cash collection goals has the following impacts: (i) reduced days of cash on hand; (ii) increased days of accounts receivable; and (iii) significant increase in contractual allowances (discussed below).
- b) **Income Statement and bottom line:** The Finance Committee reviewed the February financials. In February, gross patient revenues exceeded budget by 10% and operating expenses were 2% below budget but despite this, February bottom line net revenues were a greater loss than budgeted for the following reasons:
 - i) Nonpatient revenues were below budget – these nonpatient revenues include grants (Income Statement line 28), Covid stimulus funding (line 28.5), tax revenue (line 48), and donations (line 49). Most of these are timing issues as grants and stimulus funding will likely catch up to budget by the end of March, donations could catch up after the April Foundation meeting, and taxes as the County assessor receives payments.
 - ii) Contractual allowances (Income Statement line 22), which are deducted from gross patient revenue, were \$505,895 greater than budget. The reason the contractual allowances are so high relates to the cash collection problem. As accounts receivables go up, PSMC must reserve more for contractual allowances. This means as we catch up on collections, the harsh result of higher contractual allowances will reverse itself.
 - iii) The Finance Committee discussed the timing of when to recognize stimulus funding. The Committee agreed that CARES Act stimulus funds will be brought on to the Income Statement in the month of our Covid reimbursable activity (this was not done for January and February so in March, we will recognize stimulus funding for activities in January, February and March). Remember, when PSMC has Covid activities that can be reimbursed with CARES Act stimulus funding, the funding is *not* recognized as a dollar of stimulus revenue for each dollar of Covid expense but instead is essentially recognized as about 55 cents of stimulus revenue for each dollar of PSMC Covid expense because PSMC must recognize stimulus at the Medicare rate.

- c) The Finance Committee discussed the following items on the Balance Sheet:
 - a. Since January, the cost report settlement reserve changed by \$1,291,967. Medicare reserved so much (held back payment to PSMC) in anticipation of settlement of 2020 and final settlement of 2018 and 2019 that PSMC has a negative reserve of over \$1.1 million.
 - b. The PPP loan is still on the Balance Sheet as a liability as PSMC's PPP award is in the audit process and has not been forgiven as of this date.
2. **Finance Committee Recommendations:** The Finance Committee made the following recommendations to the Board of Directors:
- a. For the Board to accept the February 2021 financials as presented.

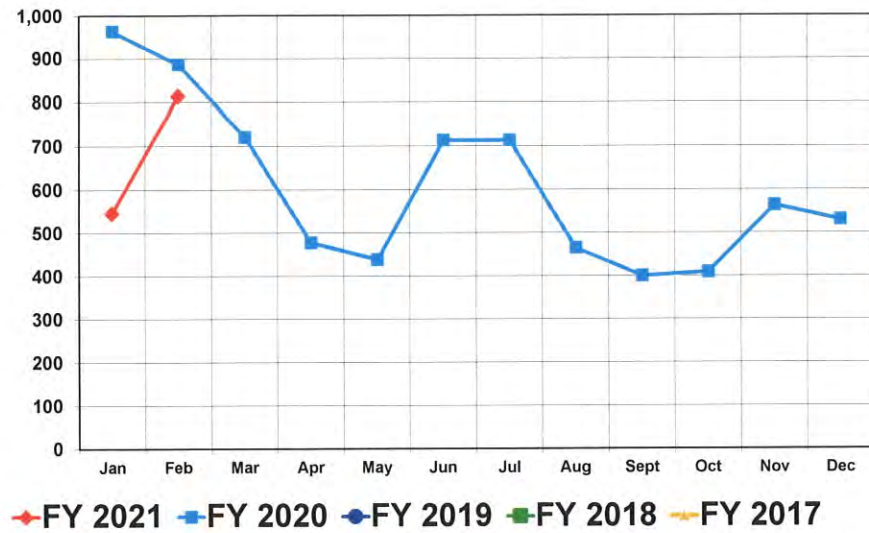


FINANCIAL PRESENTATION
YTD FEBRUARY 2021

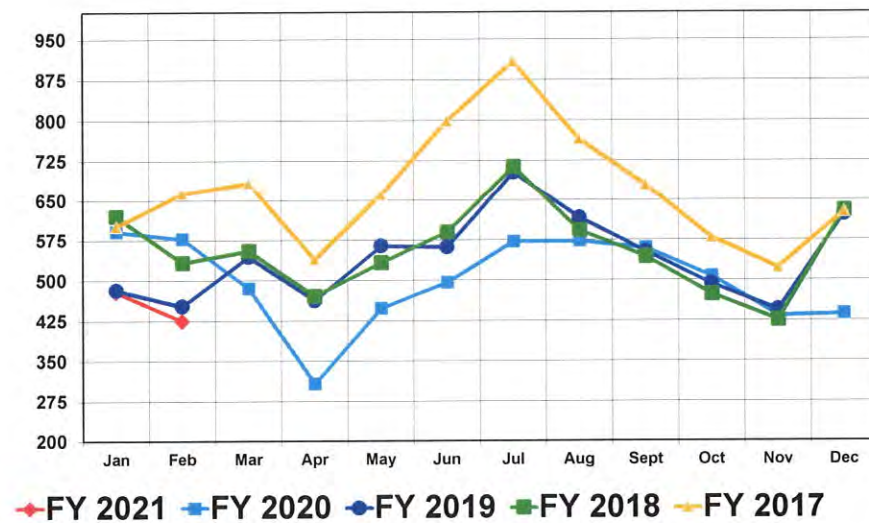
PATIENT DAYS



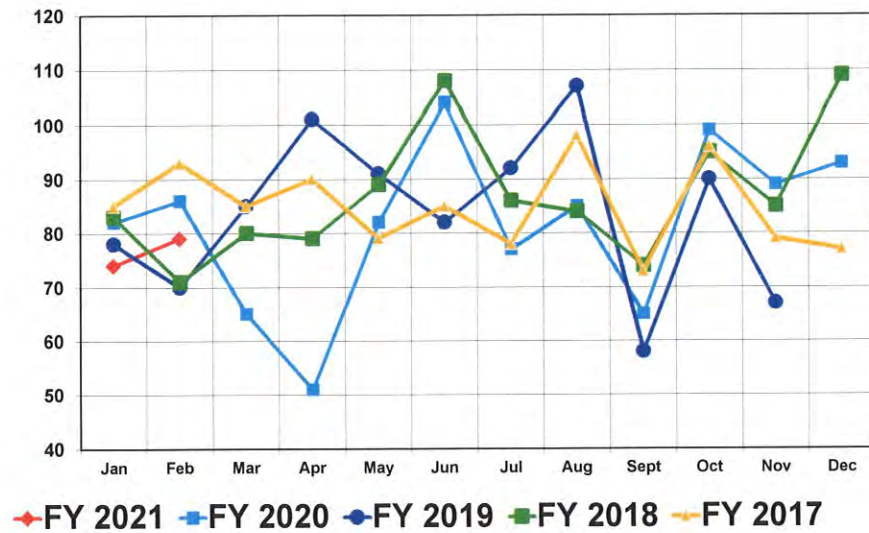
OBSERVATION HOURS



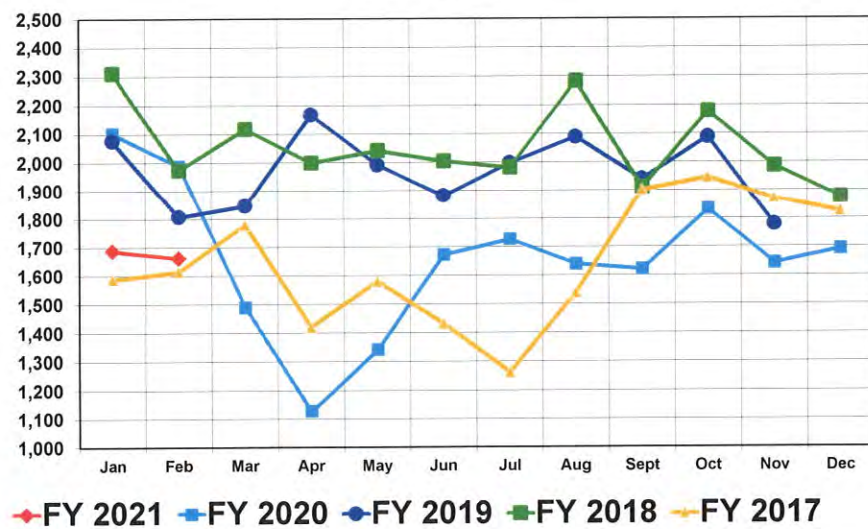
ER VISITS



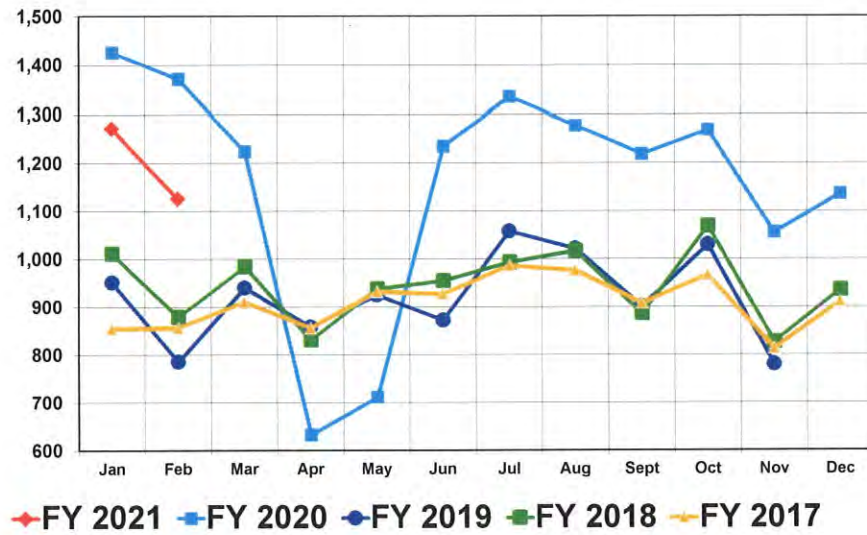
SURGERIES



RURAL HEALTH CLINIC VISITS



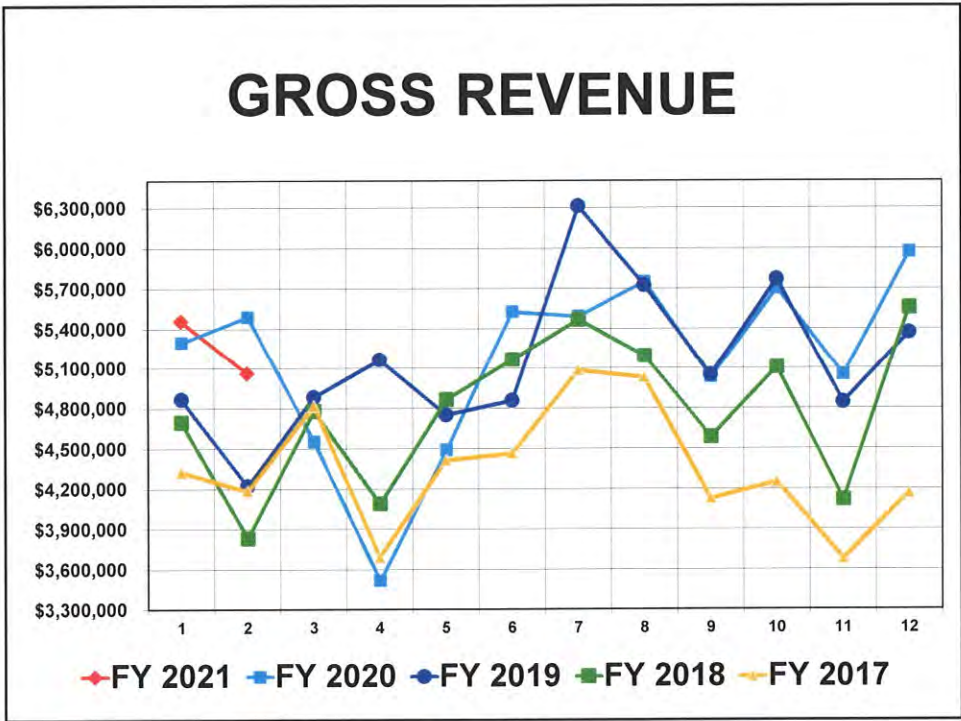
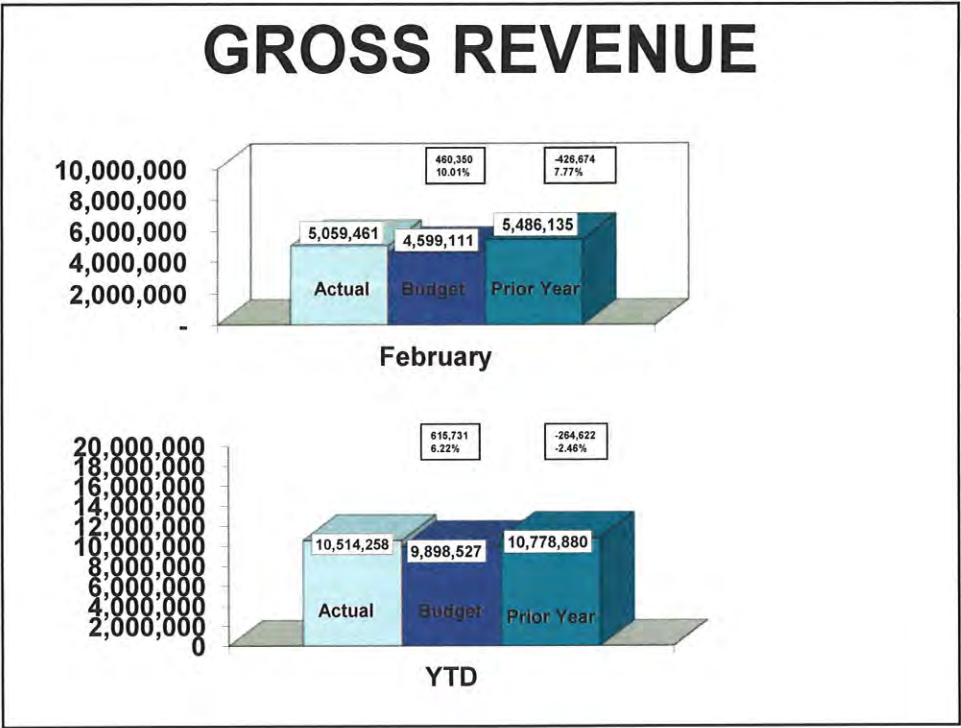
RADIOLOGY EXAMS



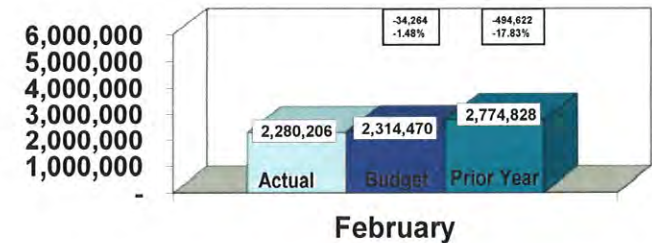
Summary of Financials

January 2021

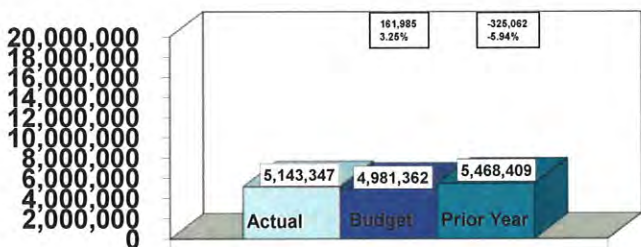
Gross Revenue	\$ 5,454,797
Net Revenue	\$ 2,863,140
Expenses	\$ 3,133,426
Grants, 340B and Tax Revenue	\$ 305,114
Grants and 340B and Stimulus	\$ 293,607
Tax Revenue	\$ 11,507
Net Income	\$ 34,828



NET PATIENT REVENUE

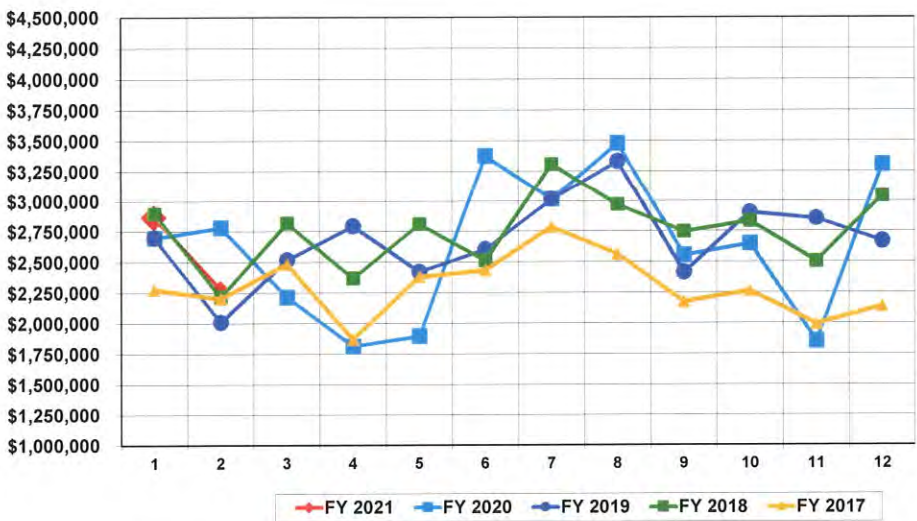


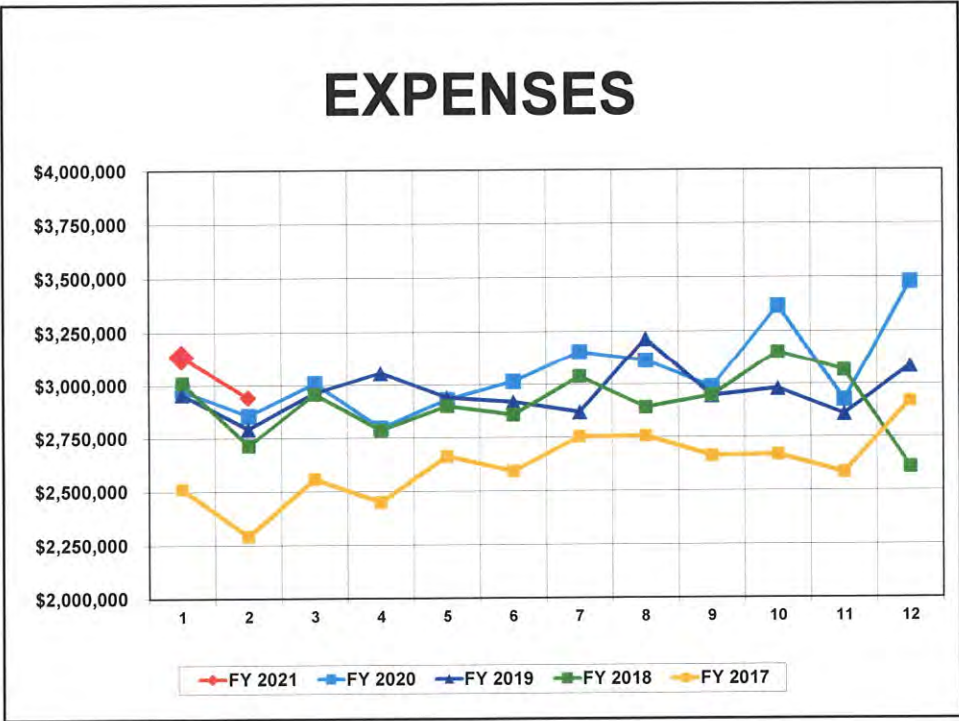
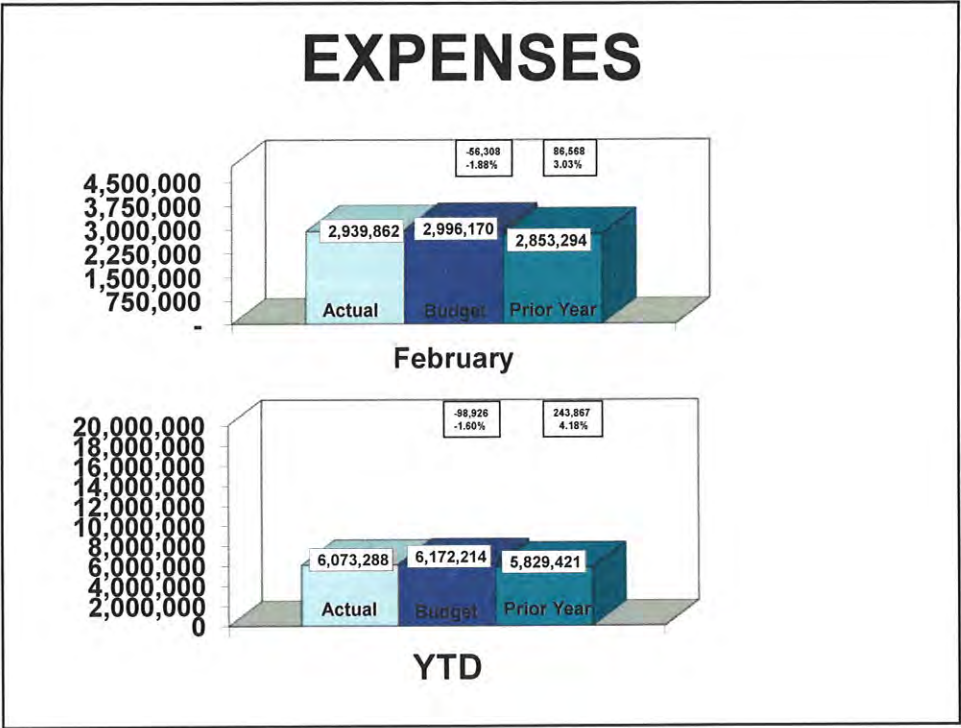
February

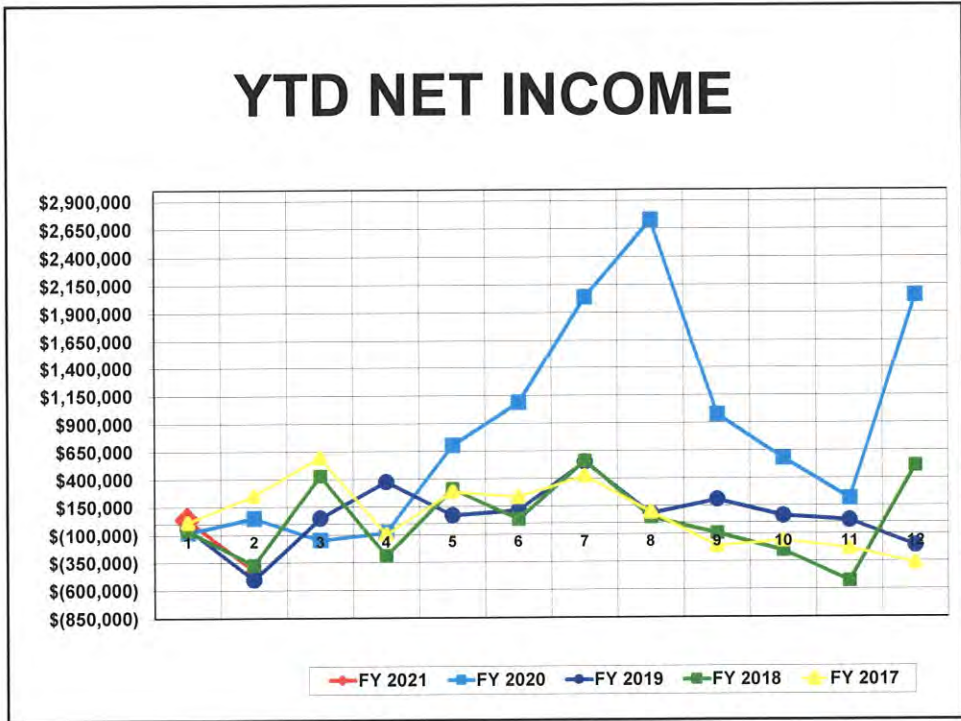
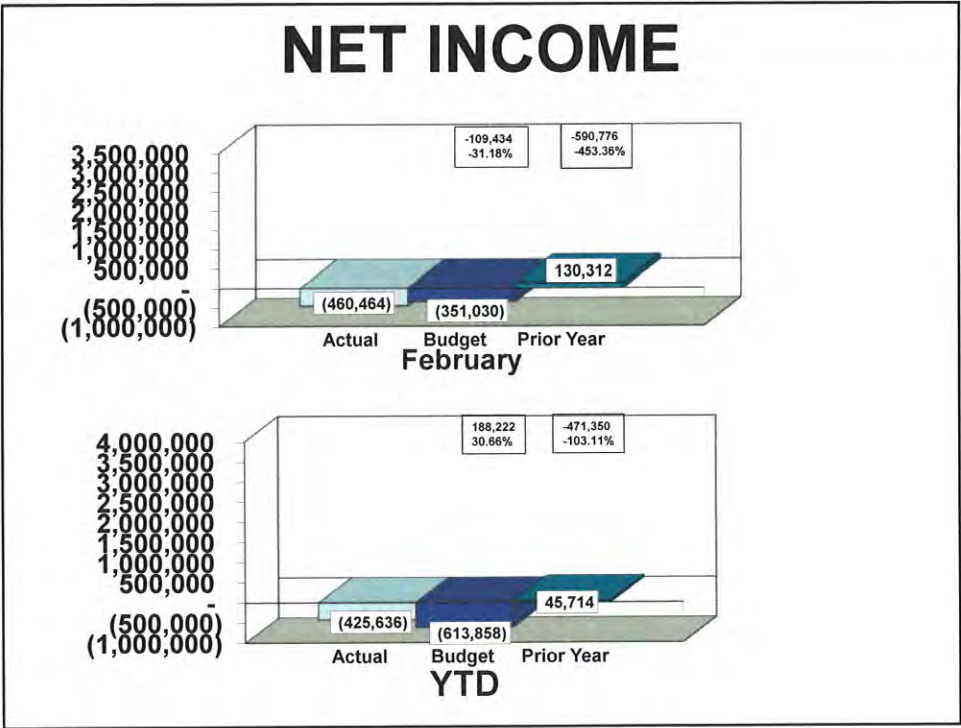


YTD

NET PATIENT REVENUE





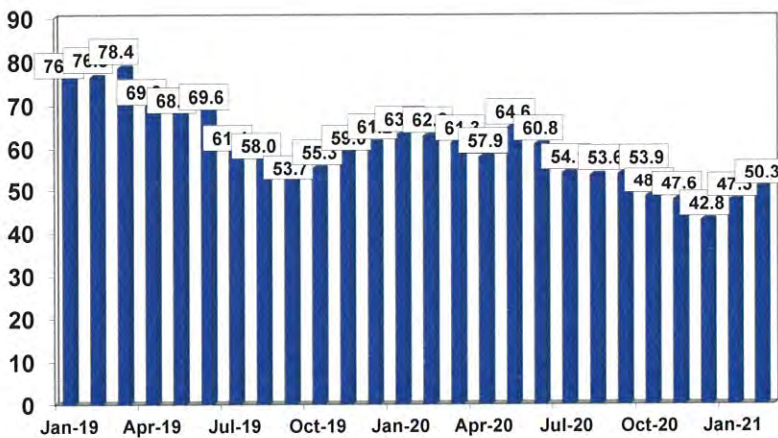


Summary of Financials

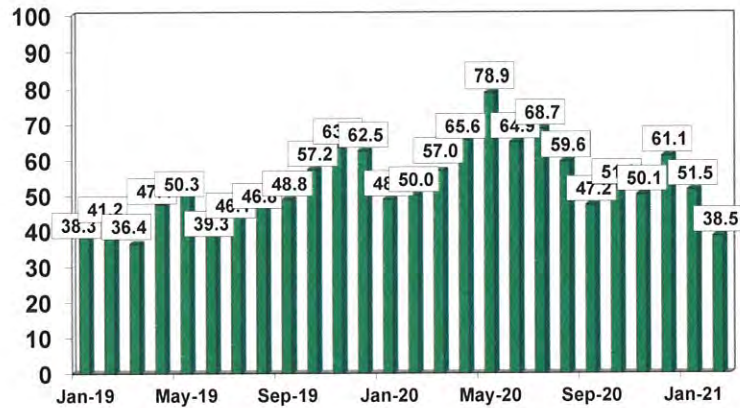
February

Gross Revenue	\$ 5,059,461
Net Revenue	\$ 2,280,206
Expenses	\$ 2,939,862
Grants, 340B and Tax Revenue	\$ 199,192
Grants and 340B and Stimulus	\$ 139,575
Tax Revenue	\$ 59,617
Net Income	\$ -460,464

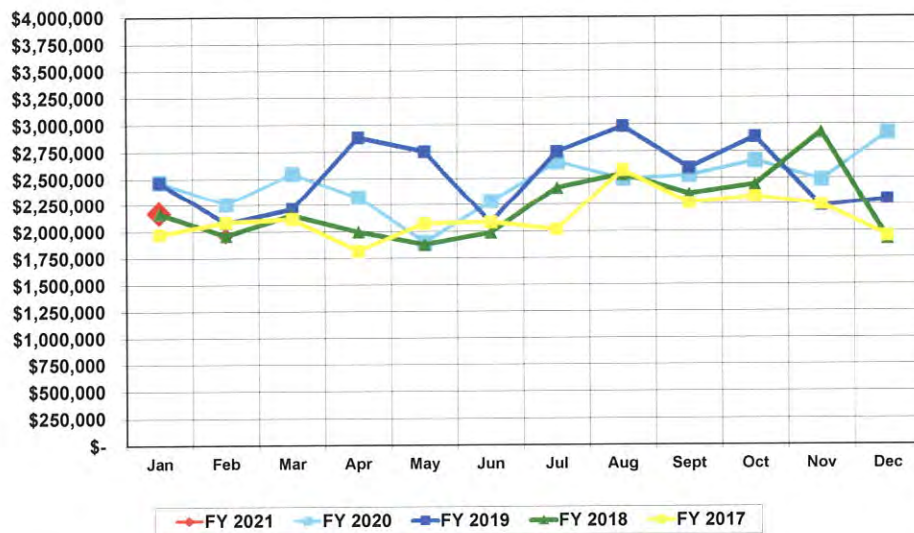
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Income Statement - - - February 28, 2021

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		Current Month				Year-to-Date			
		2021	Budget	Difference	Variance	2021	Budget	Difference	Variance
Revenue									
7	Total In-patient Revenue	322,554	360,953	(38,399)	-11%	897,769	776,868	120,901	16%
17	Total Out-patient Revenue	4,312,128	3,881,204	430,924	11%	8,765,406	8,353,397	412,009	5%
18	Professional Fees	424,779	356,954	67,825	19%	851,083	768,262	82,821	11%
20	Total Patient Revenue	5,059,461	4,599,111	460,350	10%	10,514,258	9,898,527	615,731	6%
21	Revenue Deductions & Bad Debt								
22	Contractual Allowances	2,751,410	2,245,515	505,895	23%	5,385,025	4,832,953	552,072	11%
23	Charity	10,461	8,129	2,332	29%	194,099	17,496	176,603	1009%
24	Bad Debt	227,391	178,533	48,858	27%	211,801	384,252	(172,451)	-45%
25	Provider Fee & Other	(210,007)	(147,536)	(62,471)	42%	(420,014)	(317,536)	(102,478)	32%
26	Total Revenue Deductions & Bad Debt	2,779,255	2,284,641	494,614	22%	5,370,911	4,917,165	453,746	9%
27	Total Net Patient Revenue	2,280,206	2,314,470	(34,264)	-1%	5,143,347	4,981,362	161,985	3%
28	Grants	8,500	25,879	(17,379)	-67%	159,755	45,245	114,510	253%
28.5	HSS Stimulus Other Revenue	-	37,350	(37,350)	-100%	-	65,300	(65,300)	-100%
29	Other Operating Income - Misc	131,075	162,861	(31,786)	-20%	273,425	283,609	(10,184)	-4%
30	Total Net Revenues	2,419,781	2,540,560	(120,779)	-5%	5,576,527	5,375,516	201,011	4%
31	Operating Expenses								
32	Salary & Wages	1,557,024	1,565,940	(8,916)	-1%	3,233,424	3,223,482	9,942	0%
33	Benefits	247,525	282,121	(34,596)	-12%	510,458	572,202	(61,744)	-11%
35	Professional Fees/Contract Labor	29,245	28,167	1,078	4%	56,511	57,912	(1,401)	-2%
36	Purchased Services	143,174	150,746	(7,572)	-5%	304,132	309,852	(5,720)	-2%
37	Supplies	451,735	487,461	(35,726)	-7%	854,991	1,003,585	(148,594)	-15%
38	Rent & Leases	21,323	12,266	9,057	74%	68,144	26,573	41,571	156%
39	Repairs & Maintenance	50,868	44,801	6,067	14%	94,747	94,669	78	0%
40	Utilities	45,279	36,950	8,329	23%	104,907	76,368	28,539	37%
41	Insurance	29,114	24,463	4,651	19%	59,119	50,361	8,758	17%
42	Depreciation & Amortization	152,987	153,782	(795)	-1%	301,849	315,718	(13,869)	-4%
43	Interest	84,504	79,193	5,311	7%	168,538	163,313	5,225	3%
44	Other	127,084	130,280	(3,196)	-2%	316,468	278,179	38,289	14%
45	Total Operating Expenses	2,939,862	2,996,170	(56,308)	-2%	6,073,288	6,172,214	(98,926)	-2%
46	Operating Revenue Less Expenses	(520,081)	(455,610)	(64,471)	14%	(496,761)	(796,698)	299,937	-38%
47	Non-Operating Income								
48	Tax Revenue	59,617	89,640	(30,023)	-33%	71,125	156,720	(85,595)	-55%
49	Donations	-	14,940	(14,940)	-100%	-	26,120	(26,120)	-100%
50	Total Non-Operating Income	59,617	104,580	(44,963)	-43%	71,125	182,840	(111,715)	-61%
51	Total Revenue Less Total Expenses	\$ (460,464)	\$ (351,030)	\$ (109,434)	31%	\$ (425,636)	\$ (613,858)	\$ 188,222	-31%

Income Statement Comparison - - - February 28, 2021

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	2021	Current Month 2020	Difference	Variance	2021	Year-to-Date 2020	Difference	Variance
Revenue								
2								
7 Total In-patient Revenue	322,554	530,942	(208,388)	-39%	897,769	926,449	(28,680)	-3%
17 Total Out-patient Revenue	4,312,128	4,441,109	(128,981)	-3%	8,765,406	8,832,909	(67,503)	-1%
18 Professional Fees	424,779	514,084	(89,305)	-17%	851,083	1,019,522	(168,439)	-17%
20 Total Patient Revenue	5,059,461	5,486,135	(426,674)	-8%	10,514,258	10,778,880	(264,622)	-2%
21 Revenue Deductions & Bad Debt								
22 Contractual Allowances	2,751,410	2,784,665	(33,255)	-1%	5,385,025	5,438,160	(53,135)	-1%
23 Charity	10,461	(28,895)	39,356	-136%	194,099	(25,644)	219,743	-857%
24 Bad Debt	227,391	201,654	25,737	13%	211,801	391,283	(179,482)	-46%
25 Provider Fee & Other	(210,007)	(246,117)	36,110	-15%	(420,014)	(493,328)	73,314	-15%
26 Total Revenue Deductions & Bad Debt	2,779,255	2,711,307	67,948	3%	5,370,911	5,310,471	60,440	1%
27 Total Net Patient Revenue	2,280,206	2,774,828	(494,622)	-18%	5,143,347	5,468,409	(325,062)	-6%
28 Grants	8,500	2,059	6,441	313%	159,755	2,059	157,696	7659%
28.5 HSS Stimulus Other Revenue	-	-	-	-	-	-	-	-
29 Other Operating Income - Misc	131,075	123,620	7,455	6%	273,425	312,189	(38,764)	-12%
30 Total Net Revenues	2,419,781	2,900,507	(480,726)	-17%	5,576,527	5,782,657	(206,130)	-4%
31 Operating Expenses								
32 Salary & Wages	1,557,024	1,564,191	(7,167)	0%	3,233,424	3,186,754	46,670	1%
33 Benefits	247,525	202,967	44,558	22%	510,458	375,196	135,262	36%
35 Professional Fees/Contract Labor	29,245	30,167	(922)	-3%	56,511	61,538	(5,027)	-8%
36 Purchased Services	143,174	156,685	(13,511)	-9%	304,132	318,322	(14,190)	-4%
37 Supplies	451,735	389,242	62,493	16%	854,991	863,409	(8,418)	-1%
38 Rent & Leases	21,323	37,460	(16,137)	-43%	68,144	76,173	(8,029)	-11%
39 Repairs & Maintenance	50,868	45,218	5,650	12%	94,747	93,558	1,189	1%
40 Utilities	45,279	30,660	14,619	48%	104,907	71,292	33,615	47%
41 Insurance	29,114	25,440	3,674	14%	59,119	52,009	7,110	14%
42 Depreciation & Amortization	152,987	148,653	4,334	3%	301,849	296,816	5,033	2%
43 Interest	84,504	88,872	(4,368)	-5%	168,538	179,508	(10,970)	-6%
44 Other	127,084	133,739	(6,655)	-5%	316,468	254,846	61,622	24%
45 Total Operating Expenses	2,939,862	2,853,294	86,568	3%	6,073,288	5,829,421	243,867	4%
46 Operating Revenue Less Expenses	(520,081)	47,213	(567,294)	-1202%	(496,761)	(46,764)	(449,997)	962%
47 Non-Operating Income								
48 Tax Revenue	59,617	83,099	(23,482)	-28%	71,125	92,478	(21,353)	-23%
49 Donations	-	-	-	-	-	-	-	-
50 Total Non-Operating Income	59,617	83,099	(23,482)	-28%	71,125	92,478	(21,353)	-23%
51 Total Revenue Less Total Expenses	\$ (460,464)	\$ 130,312	\$ (590,776)	-453%	\$ (425,636)	\$ 45,714	(471,350)	-1031%

Pagosa Springs Medical Center

Balance Sheet - - - February 28, 2021

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	Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
1						
2	Current Assets			Current Liabilities		
3	Cash					
4	Operating	\$ 2,091,613	\$ 3,178,061	Accts Payable - System	\$ 450,515	\$ 730,313
5	Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	979,212	863,651
6	Bond Funds - 2016 Bonds	4	4	Cost Report Settlement Res	(1,170,880)	121,087
7	Bond Funds - 2006	1,556,197	1,509,110	Wages & Benefits Payable	1,335,219	1,439,624
8	Capital Escrow	-	-	Deferred Revenue	1,888	1,888
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	3,558,490	3,558,490	Relief Fund Liability	3,558,490	3,558,490
11	Medicare Accelerated Pmt	4,224,952	4,224,952	Medicare Accelerated Pmt Liab	4,224,952	4,224,952
12	Total Cash	16,050,031	17,089,392	Current Portion of LT Debt-Lease	170,455	170,159
13				Current Portion of LT Debt-2006	335,000	335,000
14	Accounts Receivable			Current Portion of LT Debt-2016	330,000	330,000
15	Patient Revenue - Net	4,025,591	4,787,978	Total Current Liabilities	13,954,895	15,515,208
16	Other Receivables	402,230	428,124			
17	Total Accounts Receivable	4,427,821	5,216,102	Long-Term Liabilities		
18				Leases Payable	5,401	10,801
19	Inventory	1,657,940	1,664,050	Equipment Lease (Wells Fargo)	26,973	35,913
20				Bond Premium (Net) - 2006	216,872	217,984
21	Total Current Assets	22,135,792	23,969,544	Bond Premium (Net) - 2016	128,295	128,720
22				Bonds Payable - 2006	8,370,000	8,370,000
23	Fixed Assets			Bonds Payable - 2016	9,590,000	9,590,000
24	Property Plant & Equip (Net)	7,211,947	7,221,014	Total Long-Term Liabilities	18,337,541	18,353,418
25	Electronic Health Record (Net)	-	-			
26	Clinic Expansion	13,377,405	13,377,405	Net Assets		
27	Work In Progress	1,672,181	1,811,169	Un-Restricted	13,155,858	13,155,858
28	Land	101,000	101,000	Current Year Net Income/Loss	(425,636)	34,828
29	Total Fixed Assets	22,362,533	22,510,588	Total Un-Restricted	12,730,222	13,190,686
30						
31	Other Assets			Restricted		
32	Prepays & Other Assets	524,333	579,180	Total Net Assets	12,730,222	13,190,686
33	Total Other Assets	524,333	579,180			
	Total Assets	\$ 45,022,658	\$ 47,059,312	Total Liabilities & Net Assets	\$ 45,022,658	\$ 47,059,312

Pagosa Springs Medical Center

Monthly Trends

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	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	YTD Total
Activity	29	31	30	31	30	31	31	30	31	30	31	31	28	59
2 In-Patient Admissions	28	31	17	17	21	15	20	21	18	34	42	34	22	56
3 In-Patient Days	71	67	48	39	58	42	49	51	56	84	115	83	61	144
4 Avg Stay Days (In-patients)	2.5	2.2	2.8	2.3	2.8	2.8	2.5	2.4	3.1	2.5	2.7	2.4	2.8	2.6
5 Swing Bed Admissions	0	0	0	0	0	0	0	0	1	0	0	0	0	-
6 Swing Bed Days	0	0	0	0	0	0	0	0	3	0	0	0	0	-
7 Avg Length of Stay (Swing)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0
8 Average Daily Census	2.4	2.2	1.6	1.3	1.9	1.4	1.6	1.7	1.9	2.8	3.7	2.7	2.2	2.4
Statistics														
9 E/R visits	576	484	307	447	495	571	572	559	506	433	436	478	424	902
10 Observ Hours	885	721	477	438	713	713	464	400	409	564	530	545	781	1,326
11 Lab Tests	5,111	4,447	3,197	4,479	5,761	5,687	5,455	5,286	5,598	5,256	5,166	5,824	4,831	10,655
12 Radiology/CT/MRI Exams	1,371	1,223	632	711	1,234	1,335	1,277	1,218	1,268	1,055	1,136	1,271	1,126	2,397
14 OR Cases	86	65	51	82	104	77	85	65	99	89	93	74	79	153
15 Clinic Visits	1,987	1,488	1,126	1,340	1,671	1,725	1,638	1,620	1,832	1,641	1,690	1,686	1,661	3,347
16 Spec. Clinic Visits	149	176	188	152	186	218	178	198	144	162	150	136	97	233
17 Oncology Clinic Visits	96	156	55	94	130	112	143	140	138	111	112	92	93	185
18 Oncology/Infusion Patients	111	117	152	178	179	116	132	170	133	138	108	110	91	201
19 Infusion Patients	67	131	88	53	56	37	37	39	36	45	42	20	52	72
20 EMS Transports	136	116	73	105	100	128	122	124	123	78	116	114	90	204
21 Total Stats	10,575	9,124	6,346	8,079	10,629	10,719	10,103	9,819	10,286	9,572	9,579	10,350	9,325	19,675

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

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2021	February			February				February 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	22	24	(2)	56		65	(9)	56		66	(10)	-15%
Swing Bed	-	-	-	-		1	(1)	-		-	-	
Total	22	24	(2)	56		66	(10)	56		66	(10)	-15%
Patient Days:												
Acute	61	48	13	144		132	12	144		162	(18)	-11%
Swing Bed	-	2	(2)	-		4	(4)	-		-	-	
Total	61	50	11	144		136	8	144		162	(18)	-11%
Average Daily Census:												
# Of Days	28	28		59		59		59		60		
Acute	2.2	1.7	0.5	2.4		2.2	0.2	2.4		2.7	(0.3)	-10%
Swing Bed	-	0.1	(0.1)	-		0.1	(0.1)	-		-	-	
Total	2.2	1.8	0.4	2.4		2.3	0.1	2.4		2.7	(0.3)	-10%
Length of Stay:												
Acute	2.8	2.0	0.8	2.6		2.0	0.5	2.6		2.5	0.1	5%
Swing Bed	-	-	-	-		-	-	-		-	-	0%
Total	2.8	2.1	0.7	2.6		2.1	0.5	2.6		2.5	0.1	5%
Out-Patient												
Out-Patient Visits												
E/R Visits	424	433	(9)	902		897	5	902		1,166	(264)	-23%
Observ admissions	32	49	(17)	59		132	(73)	59		108	(49)	-45%
Lab Tests	4,831	4,349	482	10,655		9,241	1,414	10,655		10,361	294	3%
Radiology/CT/MRI Exams	1,126	1,044	82	2,397		2,219	178	2,397		2,796	(399)	-14%
OR Cases	79	84	(5)	153		175	(22)	153		168	(15)	-9%
Clinic Visits	1,661	1,913	(252)	3,347		3,964	(617)	3,347		4,087	(740)	-18%
Spec. Clinic Visits	97	181	(84)	233		375	(142)	233		391	(158)	-40%
Oncology Clinic Visits	93	111	(18)	185		228	(43)	185		213	(28)	-13%
Oncology/Infusion Patients	91	125	(34)	201		257	(56)	201		209	(8)	-4%
Infusion Patients	52	88	(36)	72		181	(109)	72		131	(59)	-45%
EMS Transports	90	97	(7)	204		201	3	204		250	(46)	-18%
Total	8,576	8,474	102	18,408		17,870	538	18,408		19,880	(1,472)	-7%

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of February 28, 2020

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		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
2 Medicare	\$	1,906,158	\$ 551,721	\$ 134,690	\$ 48,695	\$ 32,246	\$ 15,026	\$ 100,815	\$ 2,789,351	30%	
3 Medicaid		817,751	175,865	135,604	26,426	17,306	28,527	123,842	1,325,321	14%	
4 Third Party		1,651,329	770,258	259,138	51,804	40,348	45,443	276,941	3,095,261	34%	
5 Self-Pay		256,939	311,112	266,582	202,195	165,706	105,034	693,215	2,000,783	22%	
Current Month Total	\$	4,632,177	\$ 1,808,956	\$ 796,014	\$ 329,120	\$ 255,606	\$ 194,030	\$ 1,194,813	\$ 9,210,716	100%	116,794
Pct of Total		50%	20%	9%	4%	3%	2%	13%	100%		
Jan-21	\$	4,667,228	\$ 1,324,541	\$ 489,574	\$ 380,972	\$ 303,832	\$ 307,163	\$ 1,102,666	\$ 8,575,976		197,220
Pct of Total		54%	15%	6%	4%	4%	4%	13%	100%		
Dec-20	\$	4,315,448	\$ 835,664	\$ 542,288	\$ 394,340	\$ 421,056	\$ 304,468	\$ 965,830	\$ 7,779,094		222,785
Pct of Total		55%	11%	7%	5%	5%	4%	12%	100%		
Nov-20	\$	4,108,089	\$ 1,171,013	\$ 583,125	\$ 541,005	\$ 584,542	\$ 275,531	\$ 985,311	\$ 8,248,616		172,213
Pct of Total		50%	14%	7%	7%	7%	3%	12%	100%		
Oct-20	\$	4,351,562	\$ 1,054,133	\$ 832,882	\$ 694,766	\$ 372,848	\$ 200,118	\$ 1,158,212	\$ 8,664,521		855,499
Pct of Total		50%	12%	10%	8%	4%	2%	13%	100%		
Sep-20	\$	4,073,962	\$ 1,528,744	\$ 916,786	\$ 468,911	\$ 324,972	\$ 204,586	\$ 2,011,419	\$ 9,529,381		12,049
Pct of Total		43%	16%	10%	5%	3%	2%	21%	100%		
Aug-20	\$	4,580,691	\$ 1,479,490	\$ 696,558	\$ 385,697	\$ 263,988	\$ 343,485	\$ 1,968,118	\$ 9,718,024		10,708
Pct of Total		47%	15%	7%	4%	3%	4%	20%	100%		
Jul-20	\$	4,091,546	\$ 1,347,610	\$ 584,795	\$ 419,659	\$ 379,105	\$ 545,723	\$ 1,749,020	\$ 9,117,458		18,450
Pct of Total		45%	15%	6%	5%	4%	6%	19%	100%		
Jun-20	\$	4,450,225	\$ 991,357	\$ 492,319	\$ 470,912	\$ 586,430	\$ 386,858	\$ 1,658,314	\$ 9,036,415		534,932
Pct of Total		49%	11%	5%	5%	6%	4%	18%	100%		
May-20	\$	3,589,609	\$ 826,139	\$ 617,697	\$ 746,962	\$ 522,098	\$ 443,199	\$ 2,065,360	\$ 8,811,064		764,345
Pct of Total		41%	9%	7%	8%	6%	5%	23%	100%		
Apr-20	\$	2,681,917	\$ 1,013,374	\$ 1,015,473	\$ 595,245	\$ 587,885	\$ 346,437	\$ 2,642,011	\$ 8,882,342		0
Pct of Total		30%	11%	11%	7%	7%	4%	30%	100%		
Mar-20	\$	3,612,859	\$ 1,586,402	\$ 855,343	\$ 748,561	\$ 448,372	\$ 368,712	\$ 2,691,802	\$ 10,312,051		27,304
Pct of Total		35%	15%	8%	7%	4%	4%	26%	100%		
Feb-20	\$	4,881,391	\$ 1,386,440	\$ 901,832	\$ 571,967	\$ 516,414	\$ 460,405	\$ 2,555,288	\$ 11,273,737		0
Pct of Total		43%	12%	8%	5%	5%	4%	23%	100%		
Jan-20	\$	4,542,726	\$ 1,392,786	\$ 710,103	\$ 568,045	\$ 531,469	\$ 448,834	\$ 2,322,276	\$ 10,516,239		0
Pct of Total		43%	13%	7%	5%	5%	4%	22%	100%		
Dec-19	\$	4,481,747	\$ 1,312,708	\$ 908,066	\$ 625,876	\$ 627,407	\$ 607,716	\$ 2,044,961	\$ 10,608,481		0
Pct of Total		42%	12%	9%	6%	6%	6%	19%	100%		
Nov-19	\$	4,408,737	\$ 1,436,158	\$ 627,989	\$ 723,524	\$ 684,765	\$ 336,215	\$ 1,930,790	\$ 10,148,178		0
Pct of Total		43%	14%	6%	7%	7%	3%	19%	100%		
Oct-19	\$	4,568,920	\$ 1,130,990	\$ 870,361	\$ 794,889	\$ 437,887	\$ 381,541	\$ 1,754,112	\$ 9,938,700		0
Pct of Total		46%	11%	9%	8%	4%	4%	18%	100%		
Sep-19	\$	4,305,953	\$ 1,369,222	\$ 1,074,183	\$ 534,873	\$ 502,450	\$ 239,643	\$ 1,946,854	\$ 9,973,178		193,237
Pct of Total		43%	14%	11%	5%	5%	2%	20%	100%		
Aug-19	\$	4,489,953	\$ 1,643,643	\$ 763,753	\$ 692,390	\$ 407,669	\$ 450,136	\$ 2,188,090	\$ 10,635,634		572,029
Pct of Total		42%	15%	7%	7%	4%	4%	21%	100%		
Jul-19	\$	5,080,360	\$ 1,280,941	\$ 915,491	\$ 549,247	\$ 607,257	\$ 419,655	\$ 2,387,501	\$ 11,240,452		0
Pct of Total		45%	11%	8%	5%	5%	4%	21%	100%		
Jun-19	\$	4,199,727	\$ 1,555,291	\$ 715,848	\$ 712,192	\$ 504,973	\$ 621,808	\$ 3,338,661	\$ 11,648,500		0
Pct of Total		36%	13%	6%	6%	4%	5%	29%	100%		

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of February 28, 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
May-19	\$	3,938,706	\$	1,192,758	\$	857,202	\$	558,303	\$	705,693	\$	728,901	\$	3,078,535	\$	11,060,098		0
Pct of Total		36%		11%		8%		5%		6%		7%		28%		100%		
Apr-19	\$	4,446,750	\$	1,328,789	\$	769,877	\$	796,122	\$	801,322	\$	354,704	\$	3,166,854	\$	11,664,418		8,002
Pct of Total		38%		11%		7%		7%		7%		3%		27%		100%		
Mar-19	\$	4,313,656	\$	1,360,981	\$	995,434	\$	985,732	\$	562,545	\$	619,342	\$	3,353,760	\$	12,191,450		122,172
Pct of Total		35%		11%		8%		8%		5%		5%		28%		100%		
Feb-19	\$	3,846,150	\$	1,550,896	\$	1,137,950	\$	652,196	\$	726,272	\$	667,524	\$	3,164,610	\$	11,745,598		355,801
Pct of Total		33%		13%		10%		6%		6%		6%		27%		100%		
Jan-19	\$	4,374,575	\$	1,664,567	\$	771,356	\$	866,764	\$	765,154	\$	559,863	\$	3,411,981	\$	12,414,260		310,436
Pct of Total		35%		13%		6%		7%		6%		5%		27%		100%		
12	Pct Settled (Current)			61.2%		39.9%		32.8%		32.9%		36.1%		-289.0%				
13	Pct Settled (Jan from Dec)			69.3%		41.4%		29.7%		23.0%		27.0%		-262.2%				

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-21	Feb-21	Mar-20	Apr-20	May-20	Jun-20
2 Net Accounts Receivable	\$ 4,787,978	\$ 4,025,591	\$ 4,238,297	\$ 3,463,618	\$ 3,903,913	\$ 5,351,953
3 Net Patient Revenue	\$ 2,863,140	\$ 2,280,206	\$ 2,209,846	\$ 1,809,102	\$ 1,892,329	\$ 3,373,769
4 Net Patient Rev/Day (2 month Avg)	\$ 103,376	\$ 86,898	\$ 83,485	\$ 65,794	\$ 60,673	\$ 86,751
5 Net Days in A/R	46	46	51	53	64	62

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

Pagosa Springs Medical Center - - - Gross Days Target
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12 Medicare	33%	21	\$ 87,175	\$ 604,125
13 Medicaid	7%	35	\$ 87,175	\$ 213,580
14 Blue Cross	15%	48	\$ 87,175	\$ 627,663
15 Commercial	26%	65	\$ 87,175	\$ 1,473,264
16 Self Pay	19%	150	\$ 87,175	\$ 2,484,498
17 Total:	100%			\$ 5,403,129
18				\$ 87,175
19 Gross Days in A/R Target				62

Pagosa Springs Medical Center
Revenue by Financial Class
February 28, 2021

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	59,656.15	59,656.15	1.18%
Blue Cross	14,041.17	519,763.80	533,804.97	10.55%
Champus	-	85,804.92	85,804.92	1.70%
Commercial Insurance	-	609,123.07	609,123.07	12.04%
Medicaid	131,135.68	946,859.22	1,077,994.90	21.31%
Medicare	99,938.55	1,616,448.54	1,716,387.09	33.92%
Medicare HMO	96,884.83	406,215.84	503,100.67	9.94%
Self Pay	-	219,042.32	219,042.32	4.33%
Self Pay - Client Billing	-	6,246.25	6,246.25	0.12%
Veterans Administration	37,750.10	114,396.84	152,146.94	3.01%
Workers Compensation	-	96,153.74	96,153.74	1.90%
Total	379,750.33	4,679,710.69	5,059,461.02	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 YTD	12/31/16 % YTD
Auto/Liability Insurance	-	112,520.05	112,520.05	1.07%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	138,336.32	1,167,463.73	1,305,800.05	12.42%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	-	114,990.01	114,990.01	1.09%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	57,603.05	1,225,430.41	1,283,033.46	12.20%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	310,196.03	1,770,341.56	2,080,537.59	19.79%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	207,557.00	3,303,871.44	3,511,428.44	33.40%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	244,868.03	923,187.63	1,168,055.66	11.11%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	7,842.20	428,237.21	436,079.41	4.15%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	15,688.87	15,688.87	0.15%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	82,171.85	239,495.26	321,667.11	3.06%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	164,457.67	164,457.67	1.56%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	1,048,574.48	9,465,683.84	10,514,258.32	100.00%	100.00%	100.00%	100.00%	100.00%	99.97%
Blank									0.00%
HMO (Health Maint Org)									0.03%
Total					100.00%	100.00%	100.00%	100.00%	100.00%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

	February 2021
Cash Flows from operating activities	
Change in net assets	(460,464)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	152,987
Patient accounts receivable	762,387
Accounts payable and wages payable	(384,203)
Accrued liabilities	115,561
Pre-paid assets	54,847
Deferred revenues	-
Other receivables	25,894
Reserve for third party settlement	(1,291,967)
Inventory	6,110
Net Cash Provided by (used in) operating activities	(1,018,848)
Cash Flows from investing activities	
Purchase of property and equipment	(145,457)
Work in progress	138,988
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(6,469)
Cash Flows from financing activities	
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	(14,044)
Net Cash Provided by (used in) financing activities	(14,044)
Net Increase(Decrease) in Cash	(1,039,361)
Cash Beginning of Month	17,089,392
Cash End of Month	16,050,031

2021						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-21	\$3,306,733.00	\$2,180,274.00	(\$1,126,459.00)	65.93%	\$ (85,619.39)	\$2,094,654.61
Feb-21	\$2,863,140.00	\$1,959,068.00	(\$904,072.00)	68.42%	\$ (257,043.01)	\$1,702,024.99
Mar-21						
Apr-21						
May-21						
Jun-21						
Jul-21						
Aug-21						
Sep-21						
Oct-21						
Nov-21						
Dec-21						
	\$6,169,873.00	\$4,139,342.00	(\$2,030,531.00)	67.09%	\$ (342,662.40)	\$3,796,679.60

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

ORAL REPORTS 4.a.vii.

Prepared 3/11/2021
Cash balance 6,475,948
at 12/31/20

	(1) Patient Collections	(2) Tax Revenues	(3) Provider Fees	(4) Grants & Donations	(5) Other	(6) Clinic Expan. New Debt/ Leases	Total Collections	(7) Operating Expenses	(8) Capital	(9) Medicare/ Medicaid Repayment	(10) Bond & Lease Interest & Principal Payments	(11) Other	Total Cash Spending	Balance
January 2021 (Actual)	2,180,274	11,507	210,007	151,255	142,352	-	2,695,395	3,133,426	389,294		14,066	(351,363)	3,185,423	5,985,920
February 2021 (Actual)	1,959,068	59,617	210,007	8,500	131,075	-	2,368,267	2,996,170	6,469	1,049,793	14,044	219,884	4,286,360	4,067,827
March 2021 (Budget)	2,506,410	116,040	170,649	52,841	5,553	-	2,851,493	3,188,149			14,000	(300,000)	2,902,149	4,017,171
April 2021 (Budget)	2,899,179	151,800	180,370	69,125	8,645	-	3,309,119	3,264,871	50,000		14,000	(300,000)	3,028,871	4,297,419
May 2021 (Budget)	2,536,611	138,960	165,897	63,278	7,535	-	2,912,281	3,147,288			14,000	(300,000)	2,861,288	4,348,412
June 2021 (Budget)	2,668,203	93,000	169,785	42,349	3,561	-	2,976,898	3,131,476	50,000	250,000	14,000	(300,000)	3,145,476	4,179,834
July 2021 (Budget)	3,239,296	116,040	220,548	52,841	5,553	-	3,634,278	3,076,205			14,000	(300,000)	2,790,205	5,023,907
August 2021 (Budget)	2,937,892	79,320	200,027	36,120	2,379	-	3,255,738	3,425,924	50,000		14,000	(300,000)	3,189,924	5,089,721
September 2021 (Budget)	2,592,072	187,440	176,481	85,354	11,727	-	3,053,074	3,156,340			14,000	(300,000)	2,870,340	5,272,455
October 2021 (Budget)	2,963,274	39,000	201,755	17,759	(1,107)	-	3,220,681	3,186,689	50,000		14,000	(300,000)	2,950,689	5,542,447
November 2021 (Budget)	2,487,374	63,600	169,353	28,961	1,020	-	2,750,308	3,067,075	40,934		14,000	(300,000)	2,822,009	5,470,746
December 2021 (Budget)	2,757,050	58,080	187,714	26,448	542	-	3,029,834	3,282,569	40,000		14,000	(300,000)	3,036,569	5,464,011
Totals	31,726,703	1,114,404	2,262,593	634,831	318,835	-	36,057,366	38,056,182 981,635	676,697	1,299,793	168,110	(3,131,479)	37,069,303	5,464,011
														at 12/31/20
														Bond Requirements (70 days cash)
														6,638,754
														Bond Requirements (60 days cash)
														5,690,361

Notes:

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

TO: Board of Directors
FROM: Ann Bruzzese
DATE: March 19, 2021
RE: Update on refunding of 2006 bonds

WHAT: Issue Limited Tax General Obligation Refunding Bonds (Series 2021). The purpose of refunding of the 2006 bonds is to achieve savings through lower interest rates. The 2021 bonds will be sold by negotiated sale.

WHO: Municipal Advisor is Jason Simmons of HilltopSecurities
Bond and Disclosure counsel is David Lucas of Sherman & Howard
District counsel for the bonds is David Greher of Collins Cockrell & Cole

WHAT - ACTIONS TO DATE:

- RFP issued for underwriter
- Drafting is underway for all the legal documents for the authorization, sale and issuance of the bonds.

WHEN: March – May – process on schedule

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

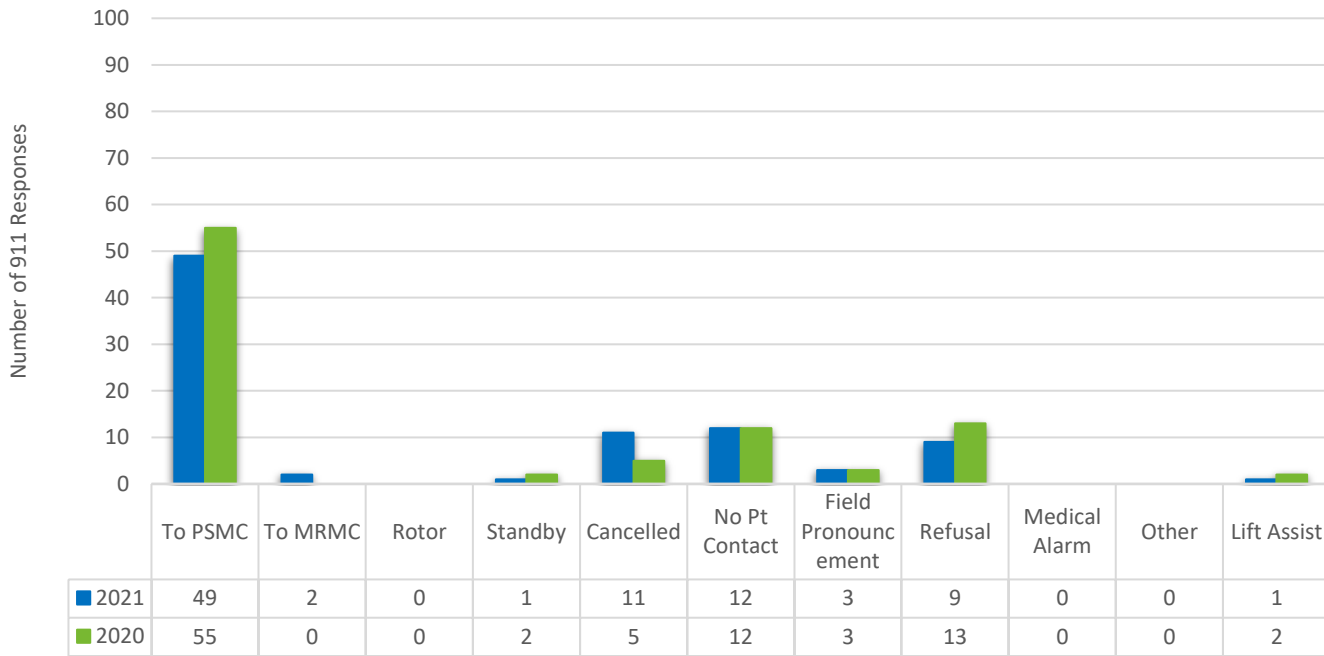
REPORT OF THE BOARD AD HOC SEARCH COMMITTEE FOR MEETING OF THE BOARD ON
MARCH 23, 2021:

The Board Ad Hoc Search Committee formally recommends Kate Alfred to fill the board vacancy created by the resignation of Dr. King Campbell. On March 10, 2021, the Committee interviewed all four persons who both applied to fill the vacant seat and agreed to proceed with the interview process. The Committee asked each candidate a series of questions with each question being scored and weighted. Kate Alfred averaged the highest score. The Ad Hoc Search Committee feels that Kate Alfred will transition seamlessly into the vacant board seat. The Ad Hoc Search Committee thanks all persons who expressed an interest in joining the USJHSD Board.

Operations Report for February 2021

EMS: February

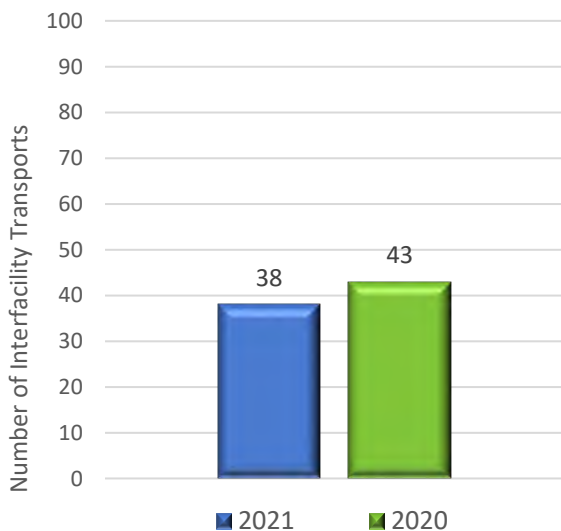
EMS 911 Response



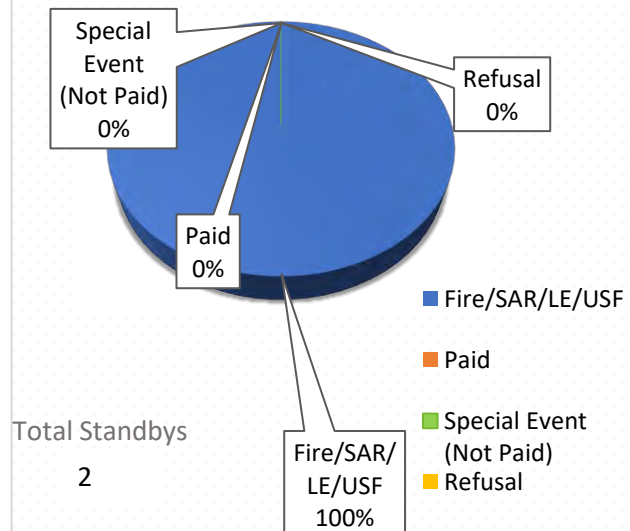
Total 911 Responses for 2020 : 88

■ 2021 ■ 2020

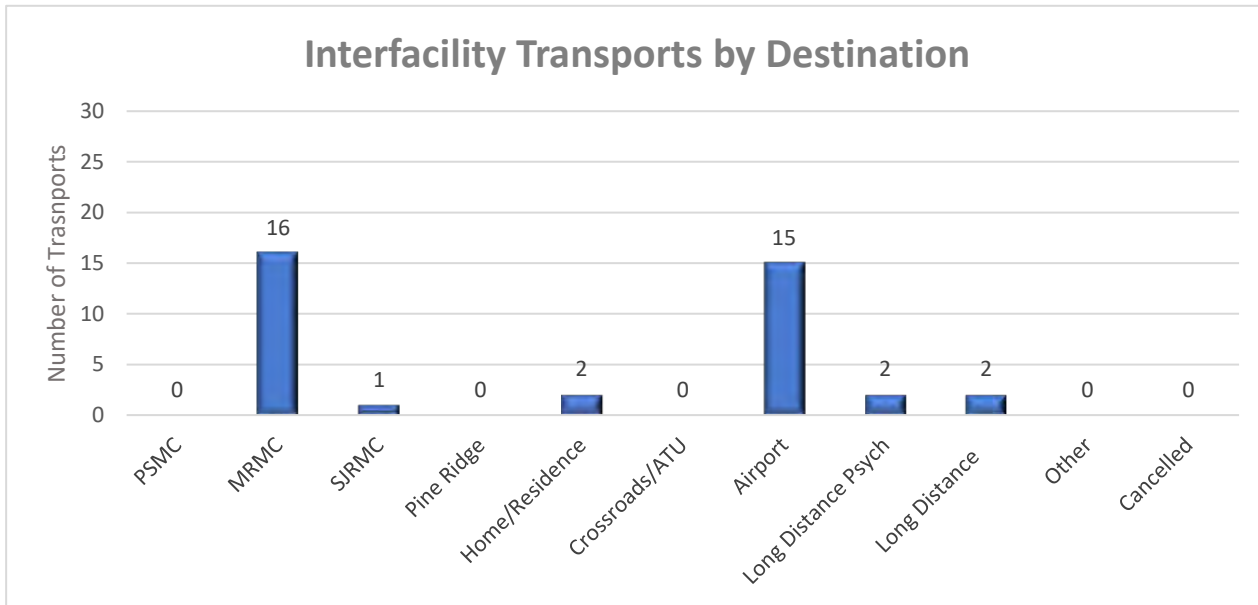
Total Interfacility Transports



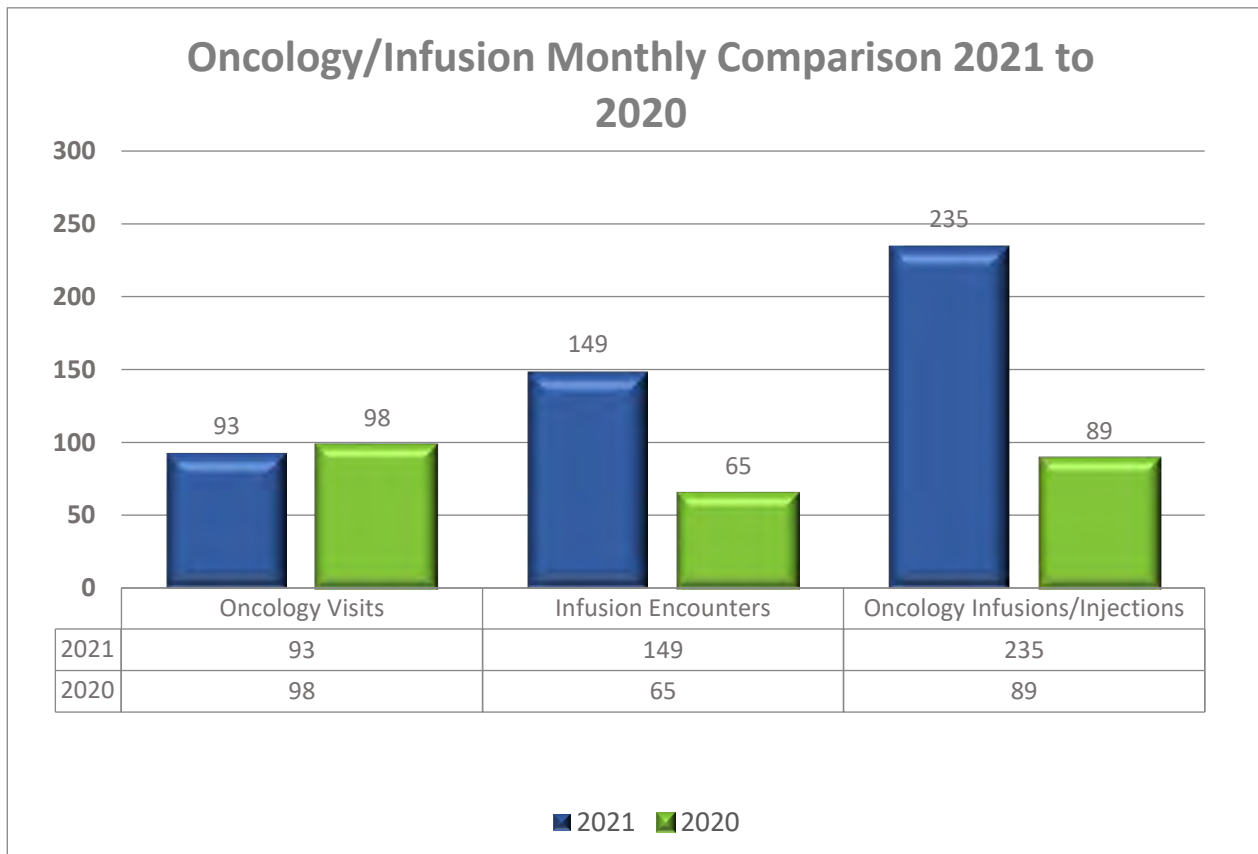
Breakdown of EMS Standbys



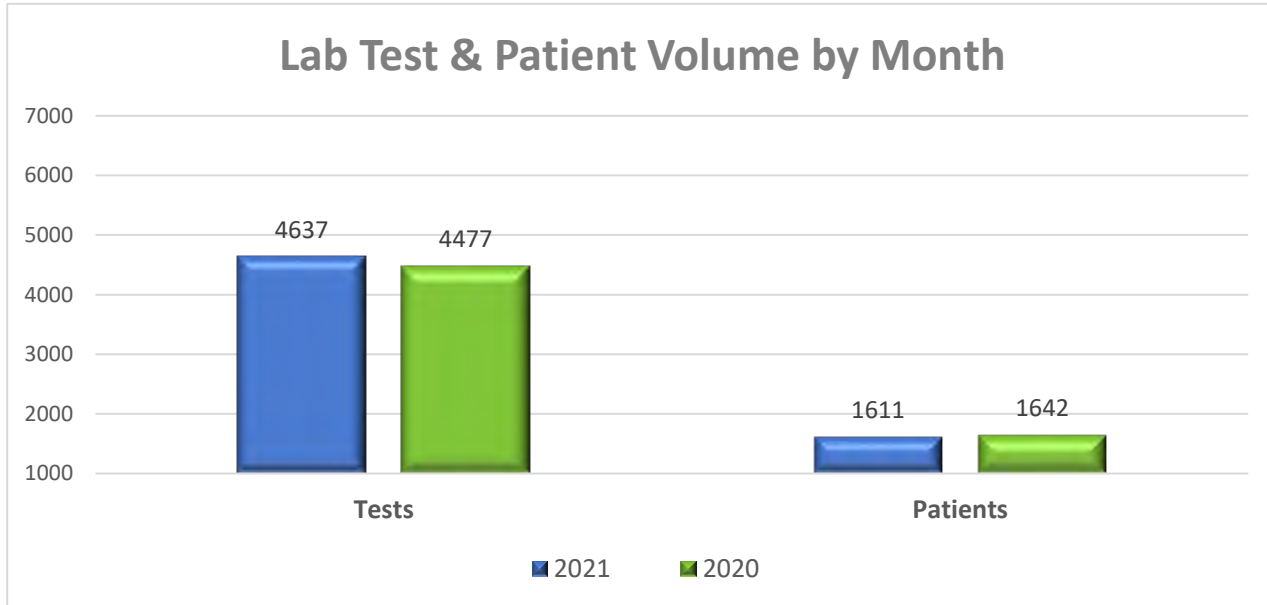
EMS: February



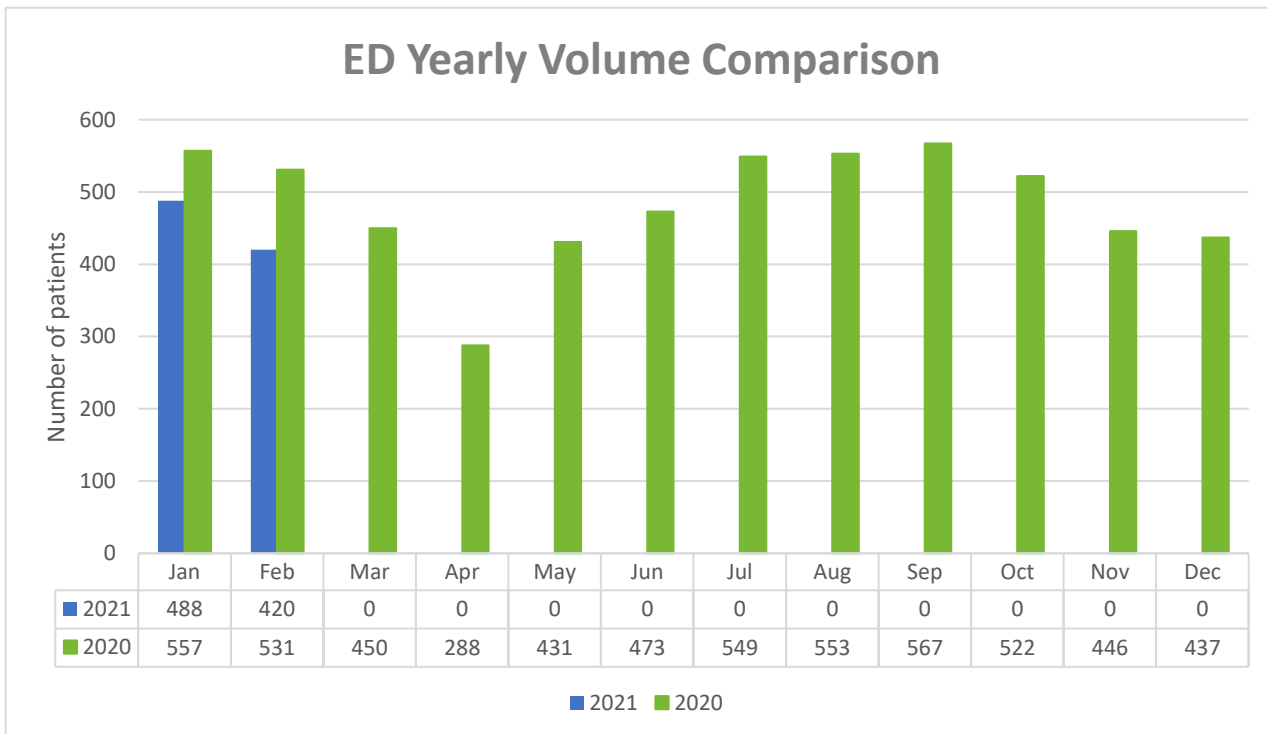
Oncology/Infusion: February



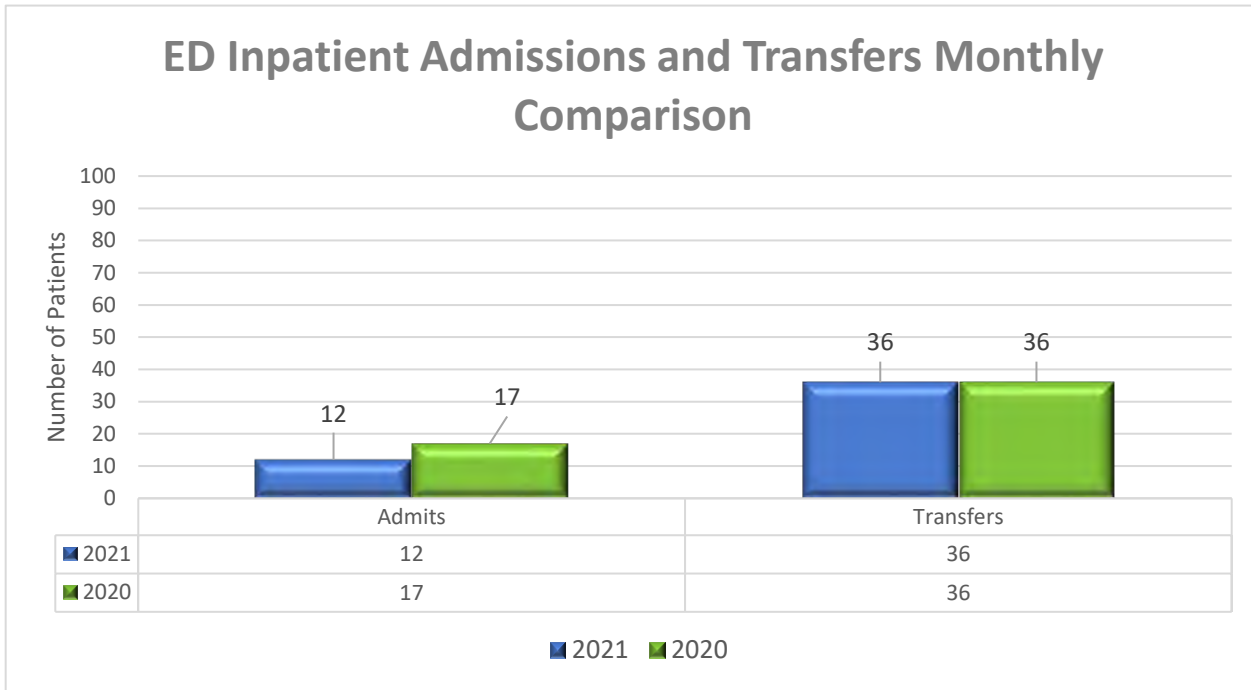
Lab: February



ED: February



ED: February



Average Daily Census

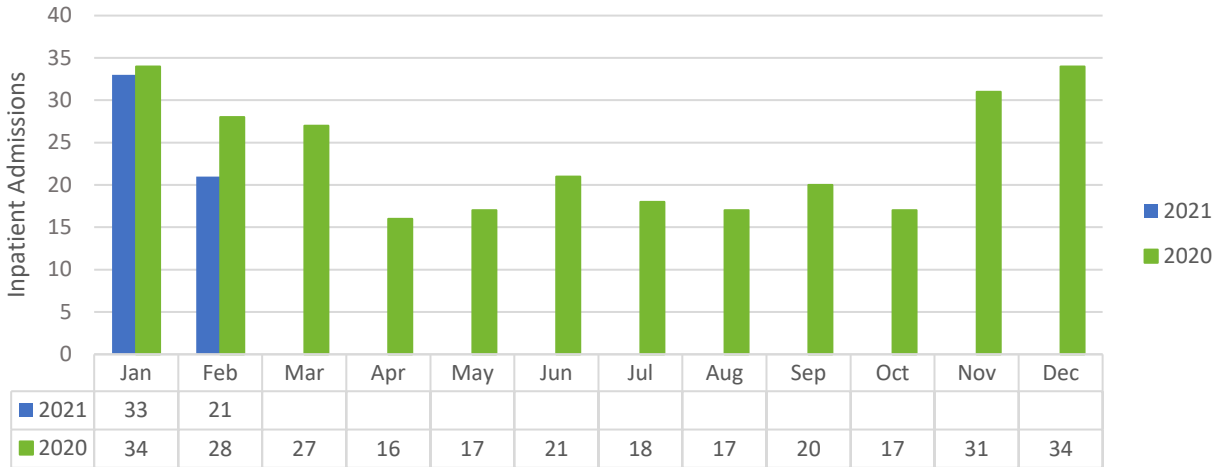
15

Average Length of Stay (in hours)

2.4

Inpatient : February

Inpatient Admission Comparison



Average Daily Census

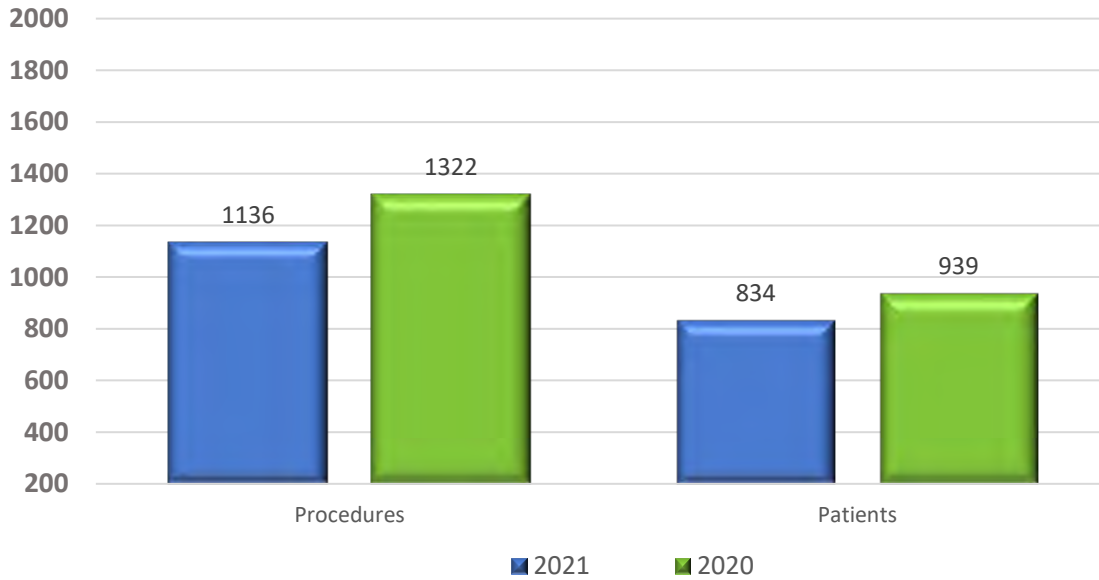
2.1

Average Length of Stay (in days)

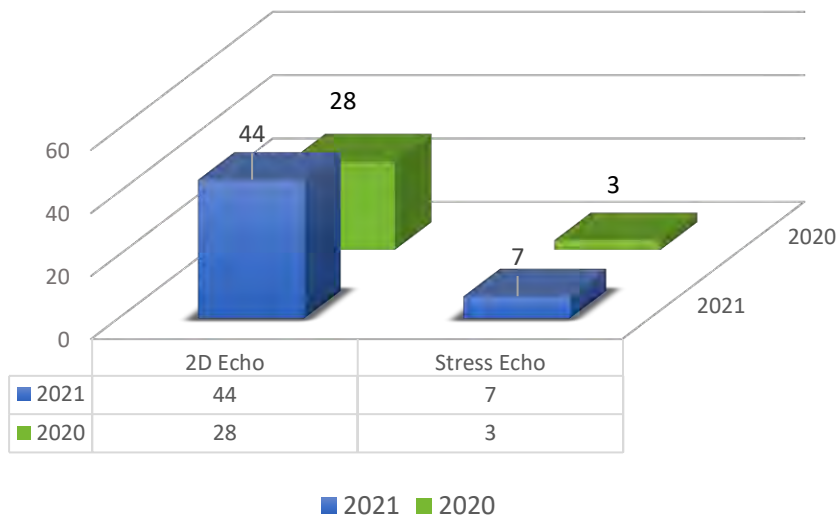
2.8

Diagnostic Imaging: February

Diagnostic Imaging Stats by Month

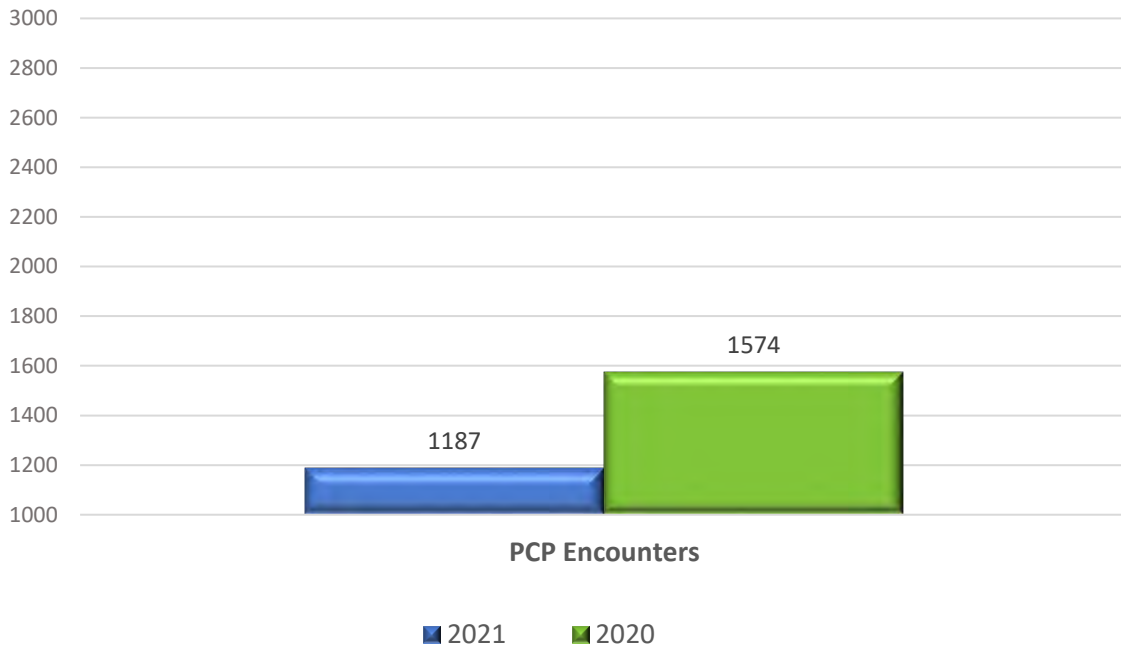


Cardiology 2D Echo & Stress by Month

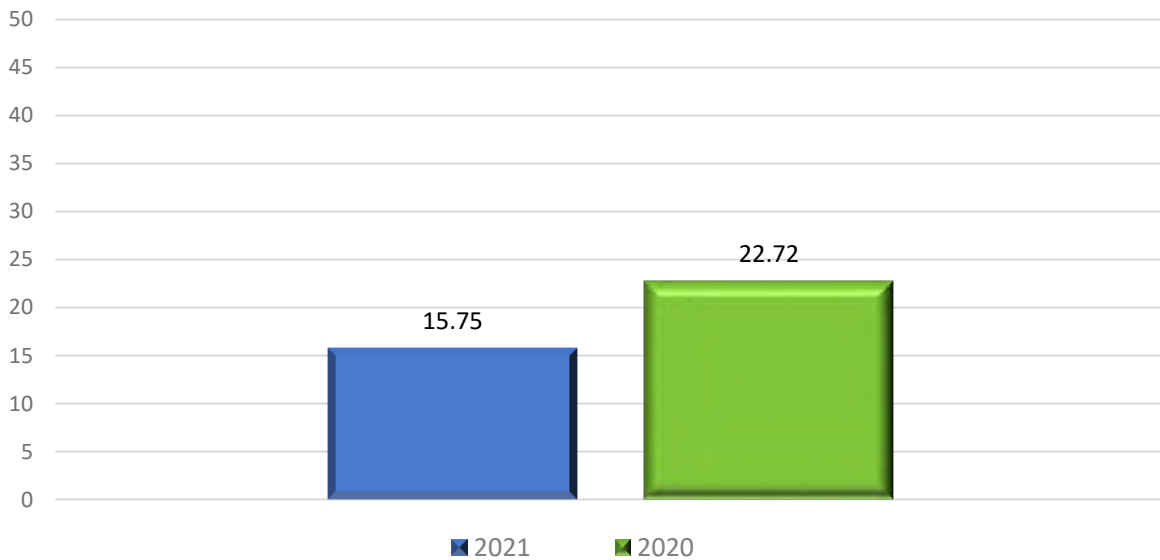


Clinic: February

Rural Health Clinic Encounters by Month

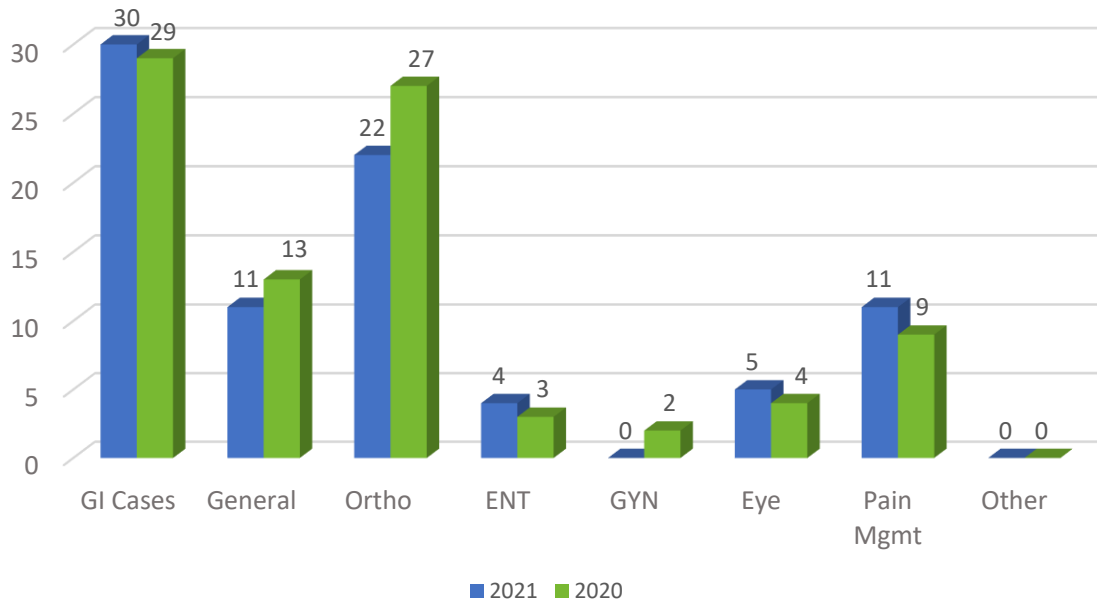


Average Daily Walk-Ins



Surgery

Surgery Cases by Month
2021 compared to 2020





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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, RALPH BATTELS
March 23, 2021**

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

II. STATEMENT OF THE MEDICAL STAFF'S RECOMMENDATIONS FOR THE USJHSD BOARD ACCEPTANCE OF PROVIDER PRIVILEGES (ACCEPTANCE BY THE BOARD RESULTS IN THE GRANT OF PRIVILEGES):

NAME	INITIAL/REAPPOINT/CHANGE	TYPE OF PRIVILEGES	SPECIALTY
Gitesh Chheda, MD, Mark Dennis, MD, Louie Enriquez, MD, Andrew Fisher, MD, Kristin Freestone, MD, Jeff Friedland, MD, Steven Heiss, MD, Kevin Johnson, MD, Bobby Kang, MD, Kevin Lampert, MD, Michael Otte, MD, Samuel Scutchfield, MD, Joseph Tan, MD, Shane Wheeler, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Ali Samee, MD	Reappointment	Telemedicine/Telepsychiatry	Psychiatry
John Aucoin, CRNA	Change in Privileges: addition of Radiofrequency Ablation Privilege	Advanced Practice Provider/CRNA	Certified Registered Nurse Anesthetist

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19
 Courtesy: 21
 Telemedicine: 126
 Advanced Practice Providers: 18
 Honorary: 1
 Total: 185

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

**Formal Written Resolution 2021-03
March 23, 2021**

WHEREAS, the Board's Ad Hoc Search Committee interviewed candidates desiring to fill the vacant seat on the USJHSD Board; and

WHEREAS, the Board Ad Hoc Search Committee provided the following report and recommendation to the USJHSD Board: *The Board Ad Hoc Search Committee formally recommends Kate Alfred to fill the board vacancy created by the resignation of Dr. King Campbell. On March 10, 2021, the Committee interviewed all four persons who both applied to fill the vacant seat and agreed to proceed with the interview process. The Committee asked each candidate a series of questions with each question being scored and weighted. Kate Alfred averaged the highest score. The Ad Hoc Search Committee feels that Kate Alfred will transition seamlessly into the vacant board seat. The Ad Hoc Search Committee thanks all persons who expressed an interest in joining the USJHSD Board; and*

WHEREAS, at this Board meeting, the USJHSD Board heard and considered the report and recommendation of the Ad Hoc Search Committee.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY APPROVES the appointment of Kate Alfred to fill the vacant seat on the Board of Directors of the Upper San Juan Health Service District for the remainder of the seat's term, ending in May of 2022, when the newly elected board members are seated on May 24, 2022 (the next regular board meeting after the next election).

Greg Schulte, as Chairman of the Board of Directors of USJHSD



MINUTES OF REGULAR BOARD MEETING
Tuesday, February 23, 2021
5:30 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors of the Upper San Juan Health Service District (the “*Board*”) held its regular board meeting on February 23, 2021, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chair Greg Schulte and Director Karin Daniels.

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

Director(s) Absent: Vice-Chair Matt Mees and Director Mark Zeigler. (The noted absences were excused due to prior notification.)

1) CALL TO ORDER

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

2) PUBLIC COMMENT

There was none.

3) PRESENTATION: Zero Suicide

Clinic/EMS Director, Jason Webb, presented and discussed the PowerPoint presentation on Zero Suicide. Questions were asked and answered.

4) REPORTS

a) **Oral Report**

i) Chair Report

There was no report.

ii) CEO Report

CEO Dr. Webb reported the following:

- COVID positives have continued to decrease. Three new cases reported by public health in the past few days.
- PSMC remains in level yellow under the emergency operations plan, due to the reuse of masks and gowns in accordance with crisis standards of care.
- Total number of vaccines given by PSMC as of 02/23/2021 is 4280.
- There will be a vaccination clinic this week on Thursday at the community center. Groups 1A, 1B.1 & 1B.2 – includes persons 65+, as well as teachers. Next group to be released by Governor Polis will be 1B.3, which includes persons 16-64 years-old with two or more high risk health conditions.
- CEO Dr. Webb encouraged the public to continue to sign up for COVID-19 vaccines on the PSMC website.
- There was a system error which incorrectly billed patients directly for COVID-19 vaccinations. The error has been fixed. Insurance companies are authorized to be billed for the vaccine.

Questions were asked and answered.

iii) Executive Committee

There was no report.

iv) Foundation Committee

There was no report.

v) Facilities Committee

Director Daniels advised the Board the committee met on February 2. Items discussed at the committee meeting were:

- HVAC project – several leaks discovered on the roof. GE Johnson repaired the roof in a timely manner. COO-CNO Kathee Douglas advised the Board the leaks were caused by screws left on the roof and embedded through the shingles due to snow. GE Johnson used a metal detector to find and retrieve any other screws left.
- The door swing issue on the additional exit door at the front entrance has been addressed.
- A drain pan has been installed on the condensing unit. Additional plans in development to screen in the condensing unit.
- Latest plans regarding the new MRI machine and modular are being reviewed.
- Oxygen generation.
- Five year capital replacement plan.
- CCTV system (security camera system).

Questions were asked and answered.

vi) Strategic Planning Committee:

Director Cox advised the Board the Strategic Planning Committee is planning on scheduling a Board Retreat the week of April 12 (possibly Tuesday, April 13), to discuss the proposed strategic plan. It is to be an in-person meeting for Board and committee; the public and all other attendees would attend by Zoom.

Director Cox noted the committee is looking to engage a facilitator for the Board Retreat by March 9. The committee will then review the report for the board packet on March 16. The board packet will be issued Friday, March 19 and will include the committee's draft strategic plan. At the March 23rd board meeting, the Board will appoint a new board member to replace Dr. King Campbell and the new board member will attend an orientation between March 24th and 26th.

March 29th will be the deadline for board members to provide comments on any requested deletions/additions to the draft strategic plan. Comments will be compiled by the committee and presented to the facilitator for review sometime between March 30th and April 2nd.

vii) Ad Hoc Search Committee

Director Daniels advised the Board an advertisement for the open board position was published in the SUN newspaper for two consecutive weeks. The deadline for receipt of self-nomination forms was February 19 by 4:00 p.m. Five applicants submitted a self-nomination form and are listed by order of receipt: Kate Alfred, Martin Rose, Mark Weiler, Christopher Envani, and Rebecca Aucoin.

Director Daniels further advised interview questions have been drafted and will be sent to the Board for review and additions/revisions as necessary. Interviews will be conducted the week of March 8 and will comprise of in-person and Zoom meetings. Each interview will be 30 minutes each. After interviews have been completed, the committee will compile information and present a recommendation to the Board at the regular meeting scheduled for March 23.

Chair Schulte clarified there are currently seven interview questions which will be emailed to each Board member via Clerk to the Board, Ms. Thomas. If there are any edits or suggestions, they will need to be received by Wednesday, March 3.

viii) Finance Committee & Report

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

Questions were asked and answered.

Chair Schulte noted that he received correspondence from Director Zeigler, serving as interim Treasurer and Chair of the Finance Committee stating the committee recommends acceptance of the financials as presented.

Chair Schulte then suggested to proceed with discussing the Decision Agenda item regarding approval to proceed with actions for refunding of the 2006 bonds. CAO, Ann Bruzzese, discussed the background regarding the 2006 bonds and an overview of the proposed resolution.

Questions were asked and answered. Chair Schulte noted the recommendation of the finance committee to accept Resolution 2021-01.

b) Written Reports

i) Operations Report

Chair Schulte asked a question regarding infusion encounters. COO-CNO Douglas answered.

ii) Medical Staff Report

There were no questions.

5) EXECUTIVE SESSION

Director Daniels motioned to enter into executive session. Upon motion seconded by Director Dr. Pruitt, the Board entered into executive session at 6:35 p.m. MST, pursuant to C.R.S. Section 24-6-402(4)(b) to receive legal advice on specific legal questions, as well as (c) regarding matters to remain confidential pursuant to other federal or state statute – specifically confidential quality and peer review stats that are confidential per state statutes C.R.S. Section 25-3-109, et seq. and C.R.S. Section 12-36.5-101 et seq.

To maintain confidentiality regarding the two individual subjects as listed above, executive session was divided into two portions.

Directors present in the beginning portion of executive session discussing confidential quality and peer review stats were: Chair Schulte and Director Daniels. Director Dr. Pruitt and Director Cox were present via teleconference. Also present were CAO Bruzzese, CEO Dr. Webb, COS Dr. Ralph Battels, Manager of the Medical Staff Office Krista Starr and Clerk to the Board Heather Thomas.

Chair Schulte adjourned the first portion of executive session at 6:46 p.m. MST.

Directors present in the second portion of executive session to receive legal advice on specific legal questions were: Chair Schulte and Director Daniels. Director Dr. Pruitt and Director Cox were present via teleconference. Also present were CAO Bruzzese, CEO Dr. Webb, COO-CNO Douglas and Clerk to the Board Heather Thomas.

Chair Schulte adjourned executive session at 7:12 p.m. MST.

6) DECISION AGENDA

a) Resolution 2021-01

Director Dr. Pruitt motioned to accept Resolution 2021-01 regarding approval for PSMC staff to proceed with actions for refunding of 2006 bonds to achieve savings with such refunding subject to subsequent detailed resolution of the Board. Upon motion seconded by Director Daniels, the Board unanimously accepted said resolution.

b) Resolution 2021-02

Director Dr. Pruitt motioned to accept Resolution 2021-02 regarding acceptance of PSMC's annual report of 2020 peer review activities as presented in executive session. Upon motion seconded by Director Daniels, the Board unanimously accepted said resolution.

7) CONSENT AGENDA

Director Cox motioned to approve the regular meeting minutes of 01/26/2021, and the Medical Staff report recommendations for new or renewal of provider privileges.

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

8) OTHER BUSINESS

There was none.

9) ADJOURN

There being no further business, Chair Schulte adjourned the regular meeting at 7:15 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board