



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

Tuesday, December 19, 2023 at 5:00 p.m. MST
The Board Room (direct access – northeast entrance)
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The public may attend in person or via Zoom.
To attend via Zoom, please use this link to join the meeting:
<https://us02web.zoom.us/j/83611276692>
or telephone (346)248-7799 or (669)900-6833
Meeting ID: 836 1127 6692

AGENDA

1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD

- a) Confirmation of quorum
- b) Board Director 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, Laura DePiazza, 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 *Recognition of John Wisneski, M.D., Chief of Staff 2022-2023*

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Kate Alfred
 - ii) CEO Report Dr. Rhonda Webb
 - iii) ~~Executive Committee~~ ~~Chair Alfred and Vice Chair Rose~~
 - iv) ~~Foundation Board~~ ~~Dir. Parada, Dir. Taylor and CEO R. Webb~~
 - v) ~~Facilities Committee~~ ~~COO C. Mundt and Dir. Alfred~~
 - vi) ~~Strategic Planning Committee~~ ~~Vice Chair Rose, Dir. Cox and CEO R. Webb~~
 - vii) Finance Committee Report Treas.-Sec. Zeigler, Dir. Floyd, CFO C. Keplinger
 - (a) [November 2023 Financials](#)

- b) **Written Reports** (*no oral report unless the Board has questions*)
 - i) ~~Medical Staff Report~~ ~~Chief of Staff, Dr. John Wisneski~~

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

5) DECISION AGENDA

- a) Consideration of [Resolution 2023-25](#) regarding authority to execute the State of Colorado Energy Office's model contract between PSMC and the selected energy performance contractor to conduct an energy investment grade audit of PSMC in order to identify solutions and improvements to reduce PSMC energy consumption and associated operational expense.

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 12/19/2023
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular meeting of 11/28/2023](#)
- c) Approval of Medical Staff report recommendations for new or renewal of provider privileges.

7) EXECUTIVE SESSION

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

8) OTHER BUSINESS

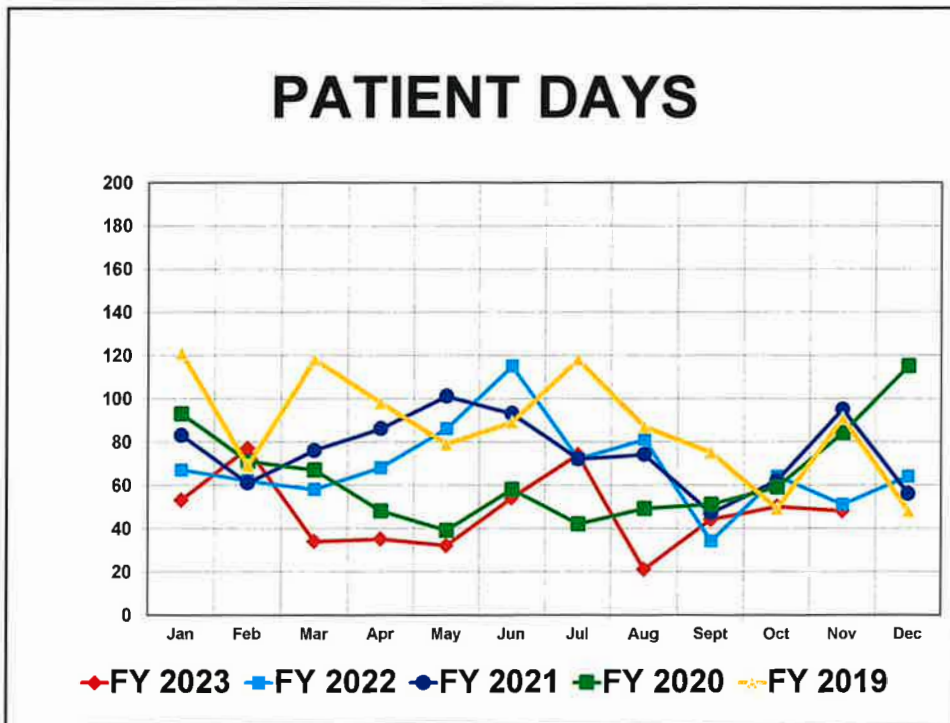
Generally, this agenda item is limited to requests for a matter to be added to a future agenda of the Board or a Committee.

9) ADJOURN

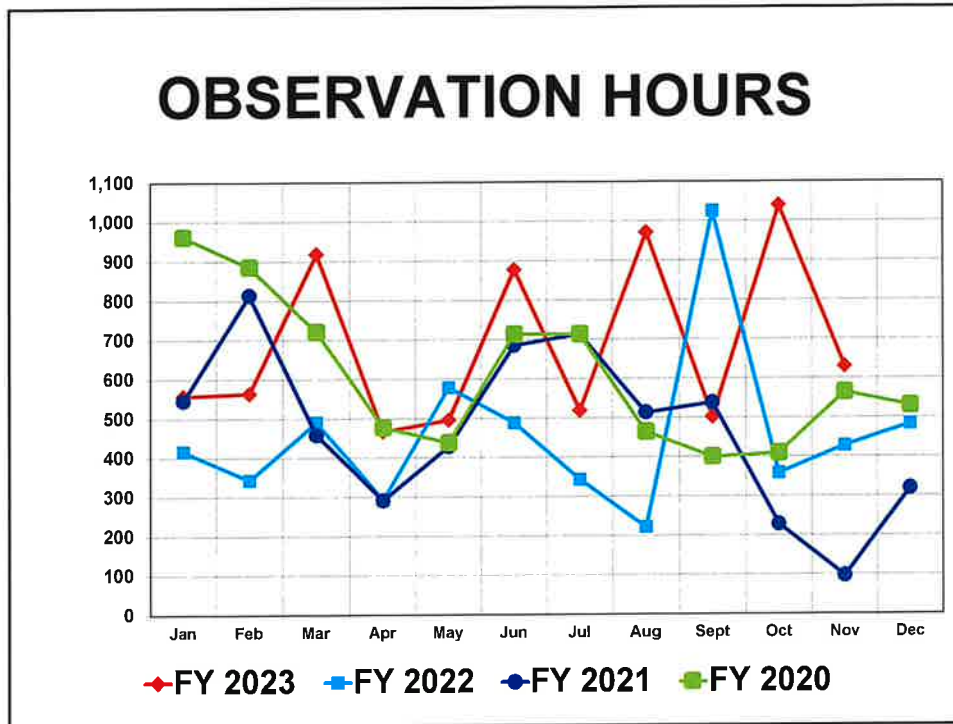
- a) Next meeting: Tuesday January 23, 2024 at 5:00



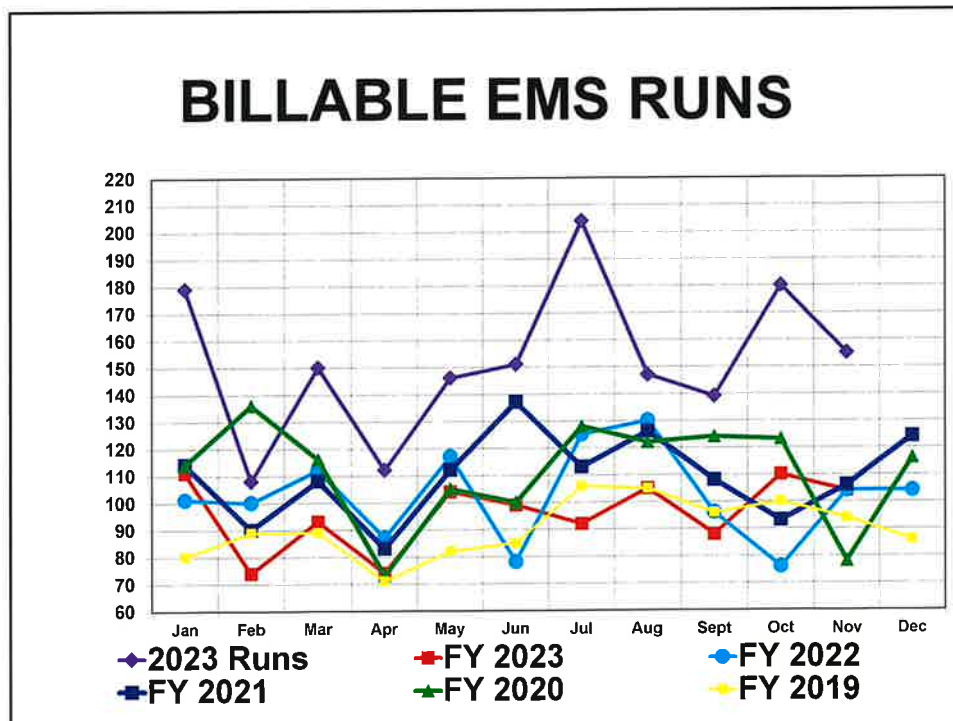
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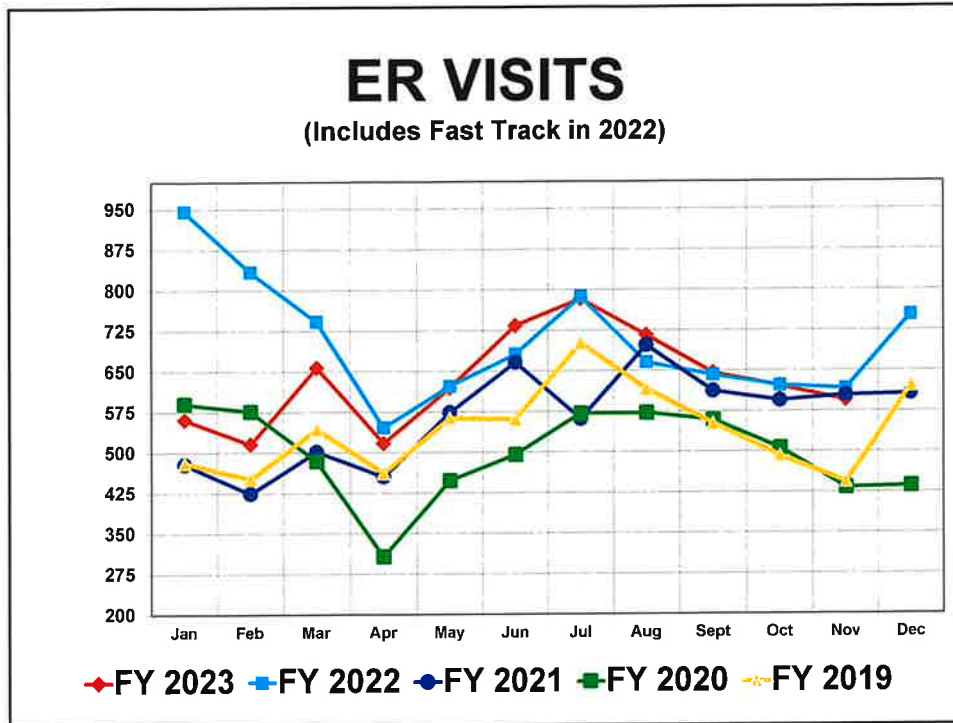
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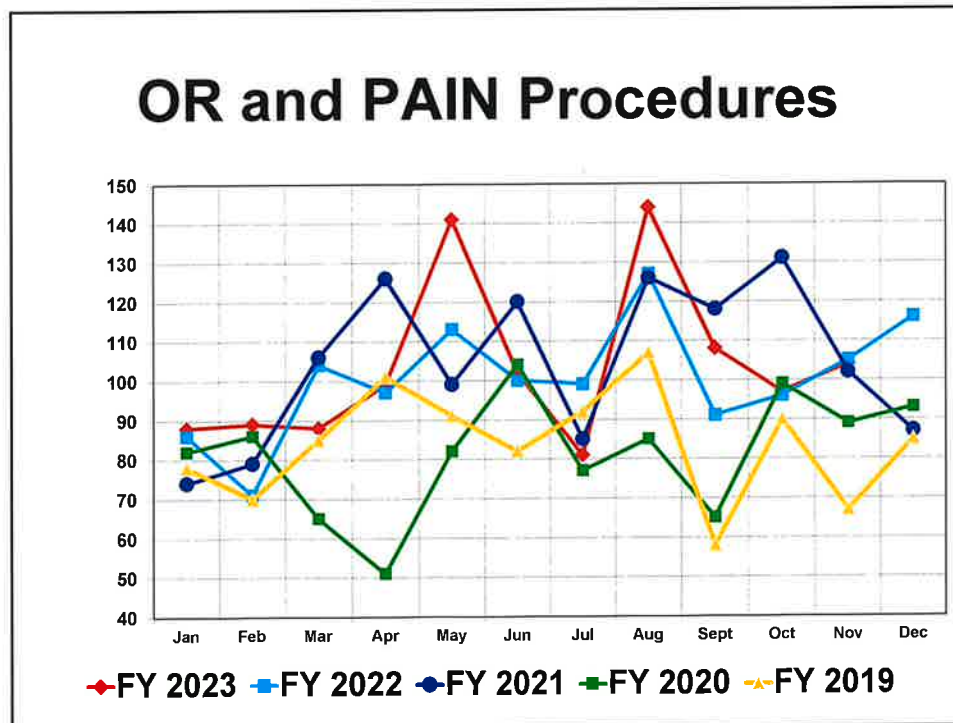
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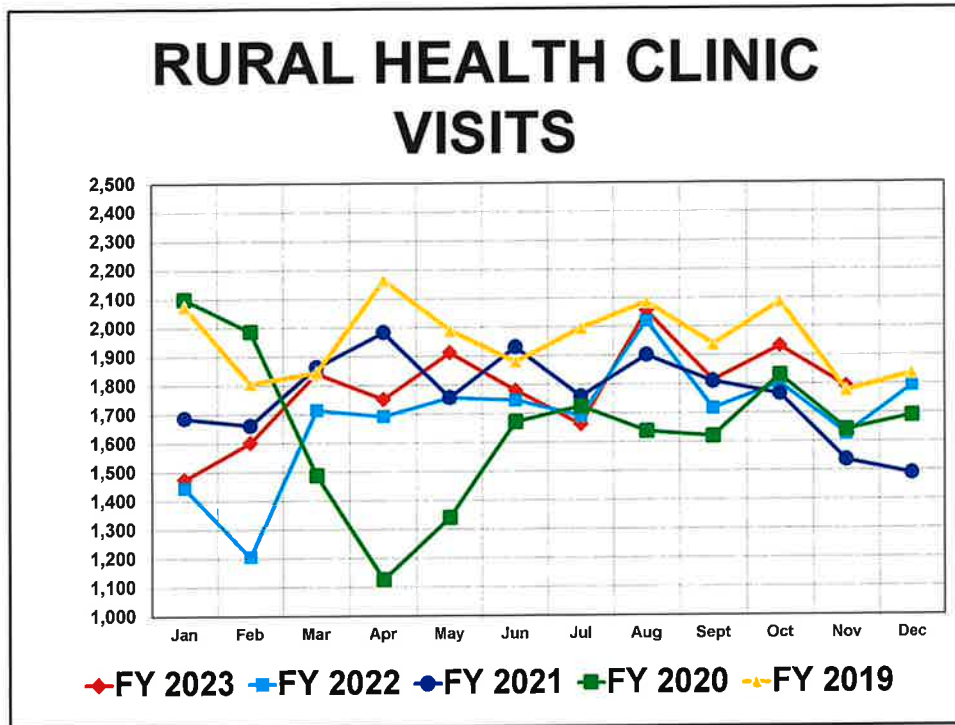
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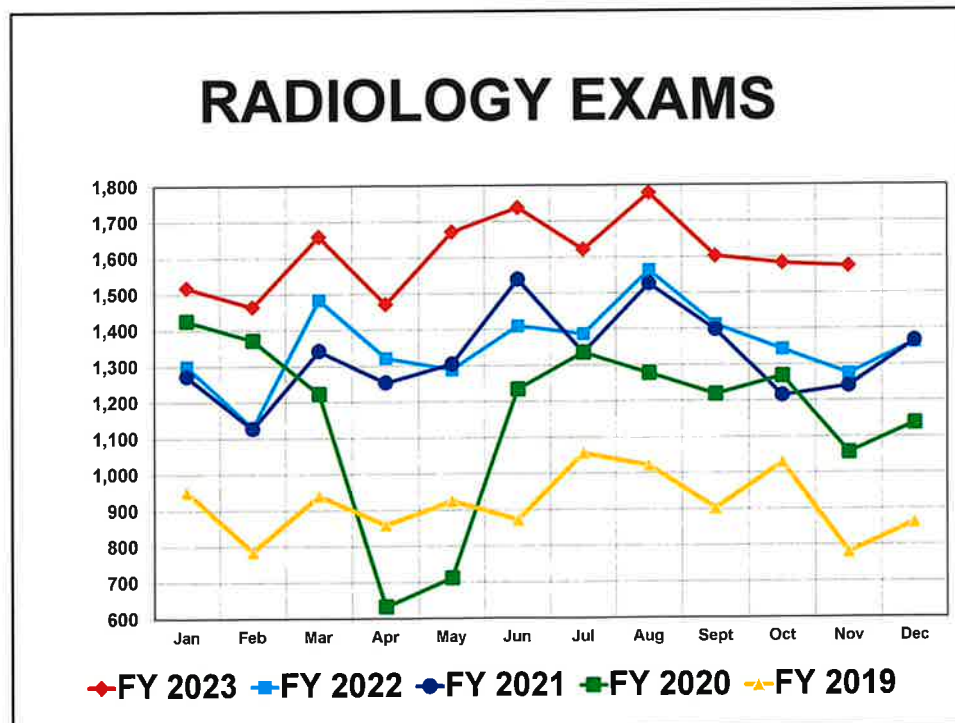
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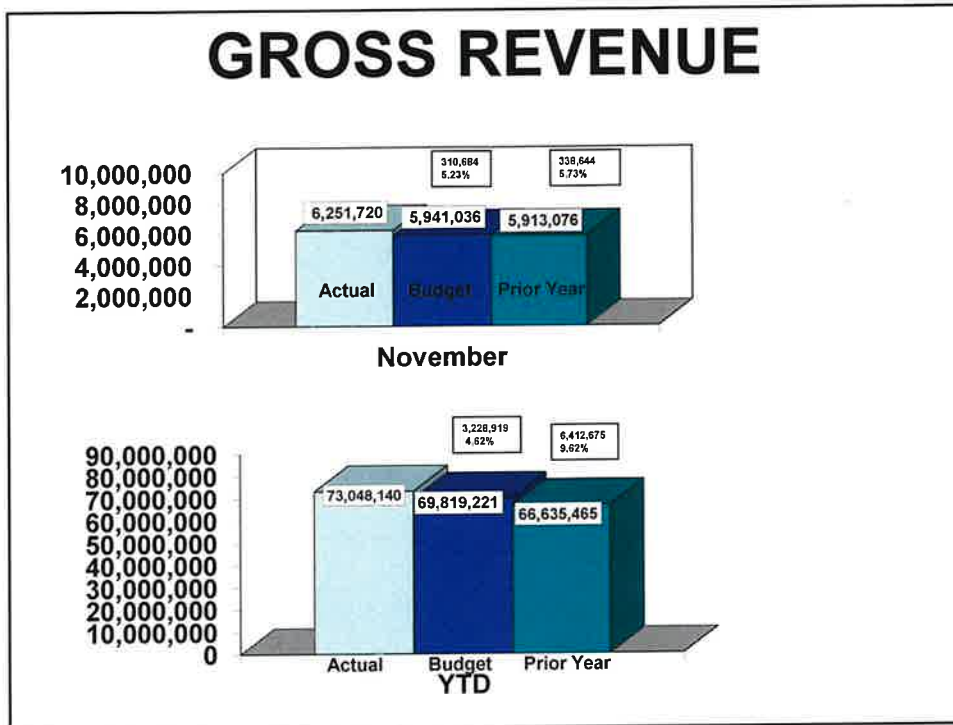
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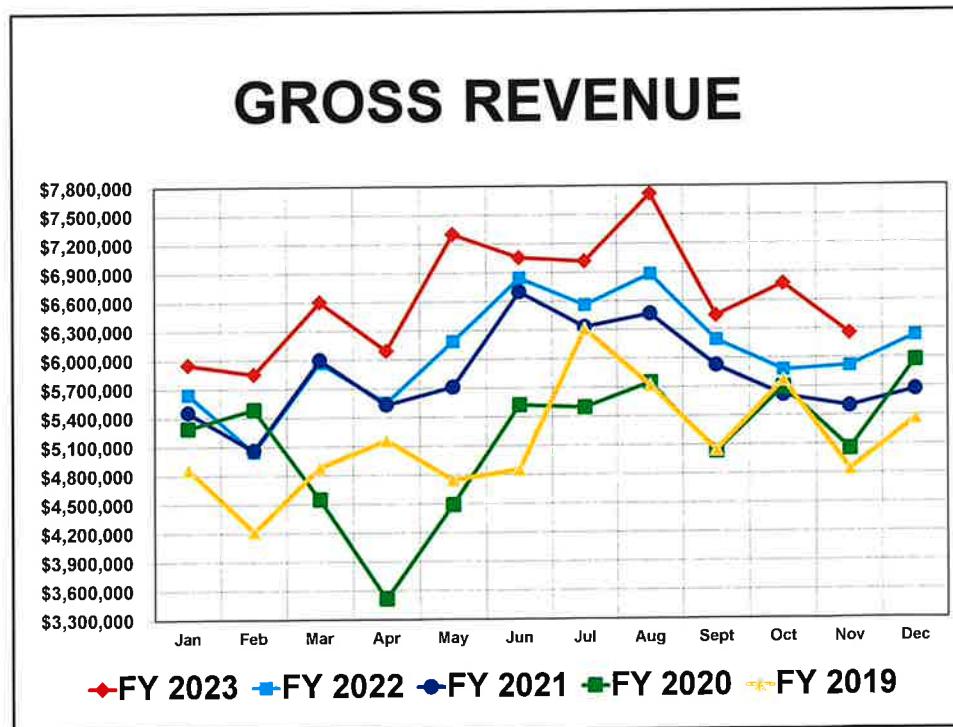
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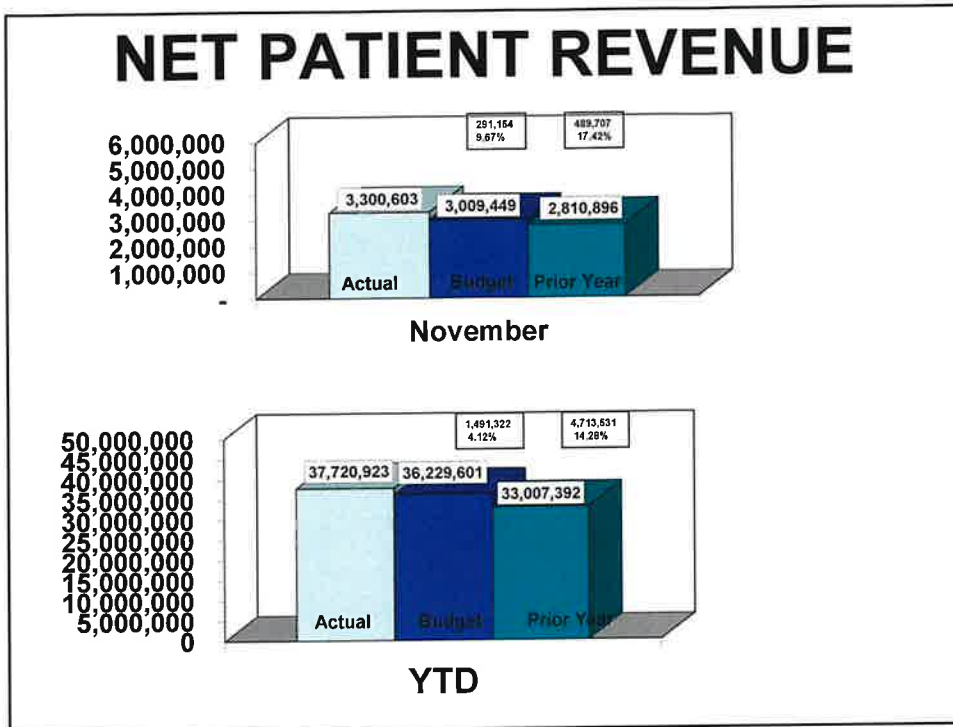
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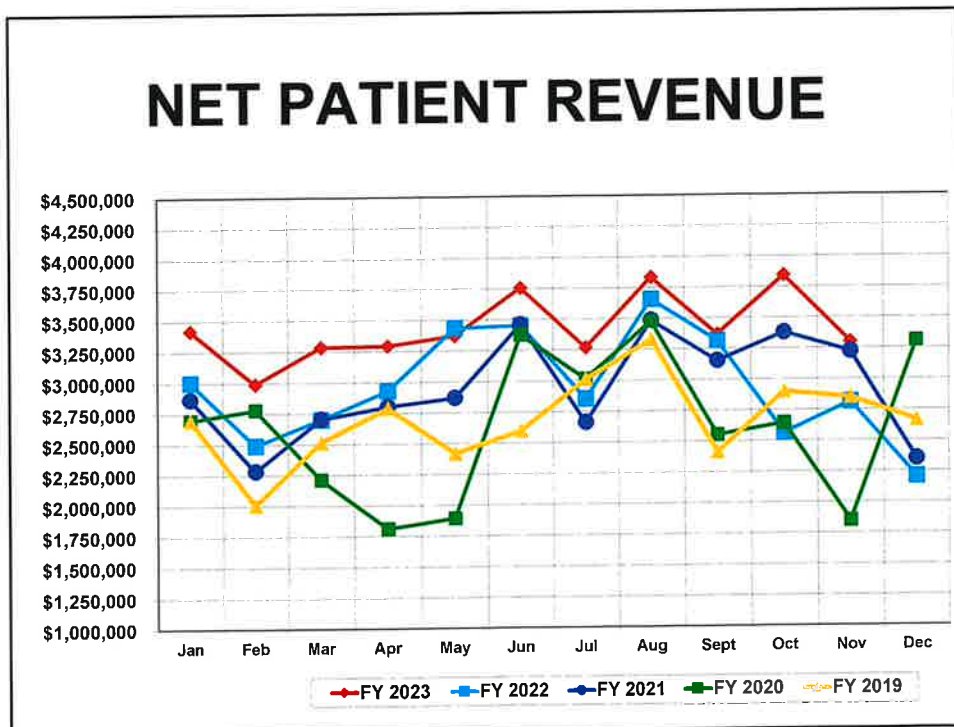
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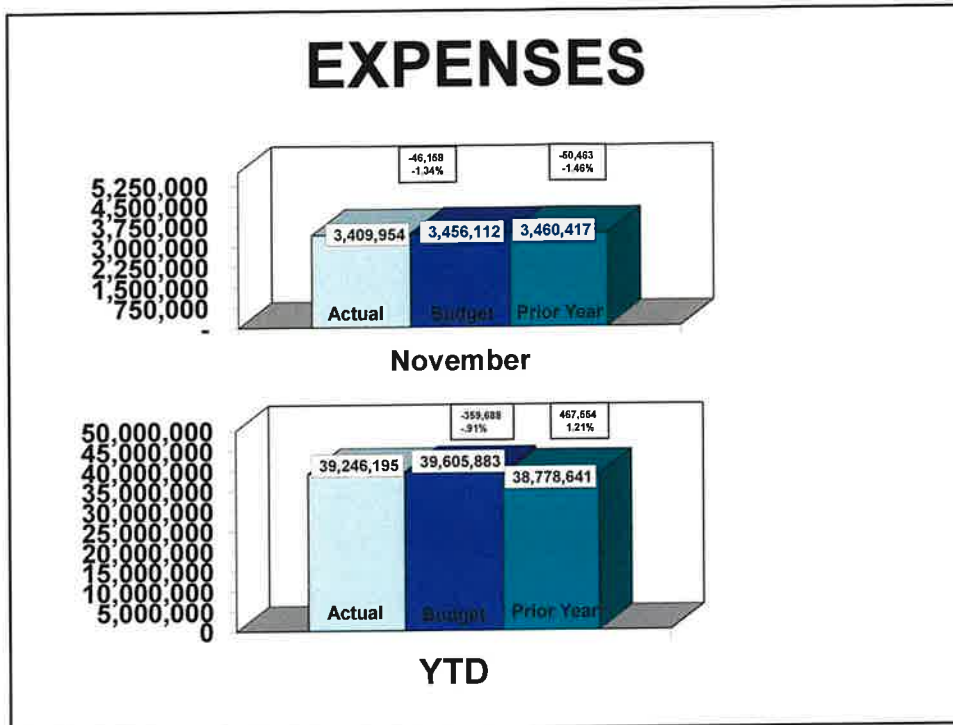
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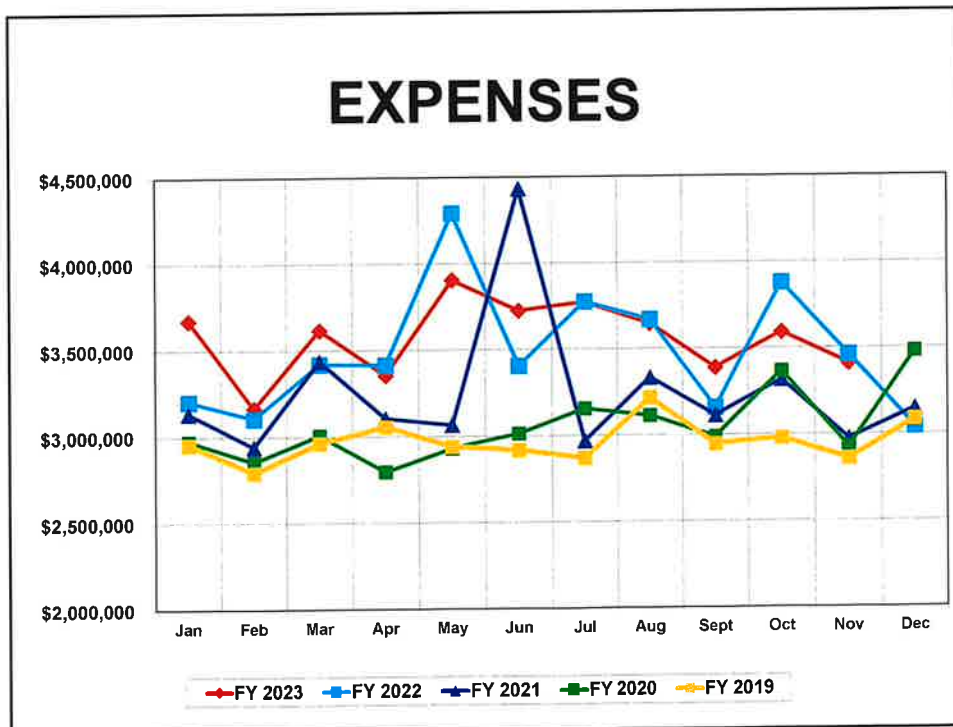
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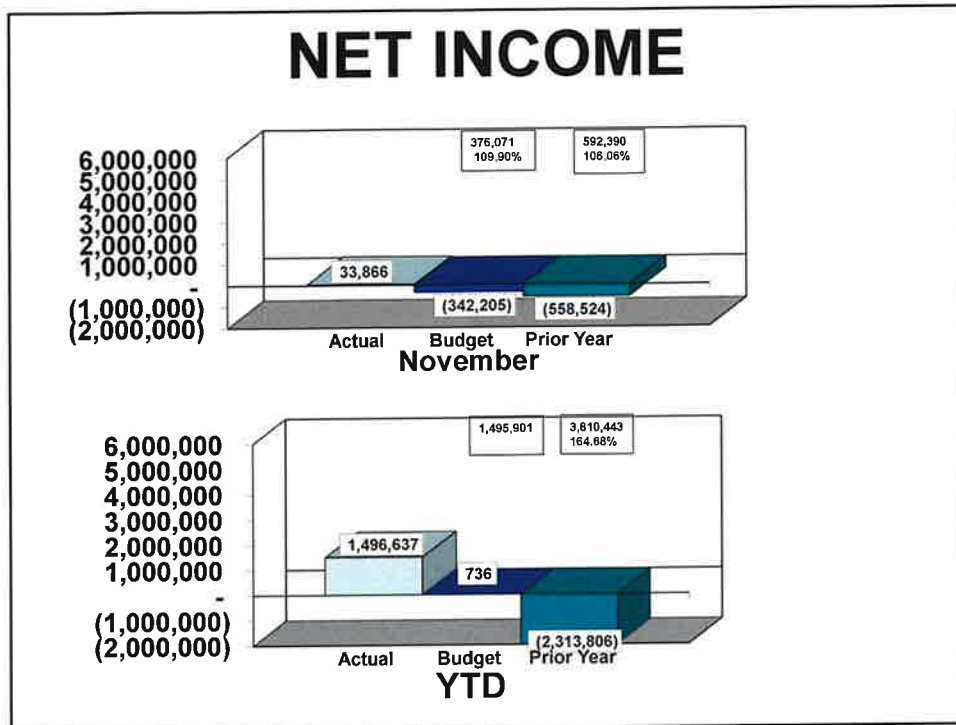
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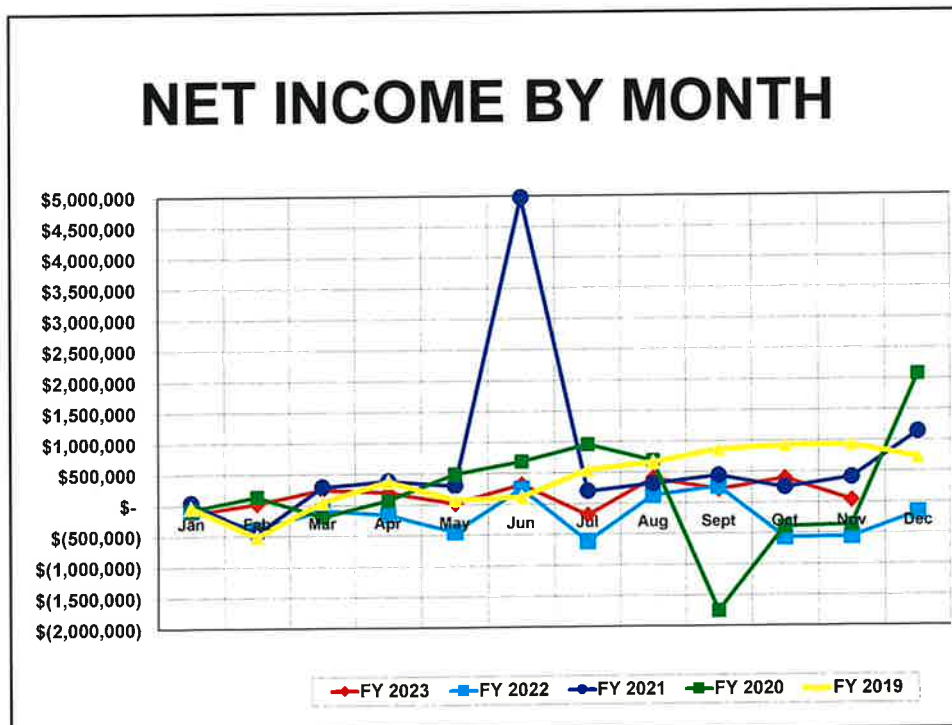
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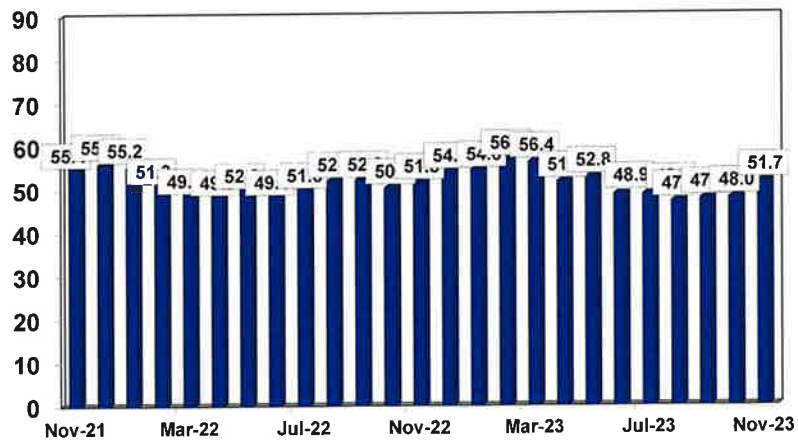
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Summary of Financials

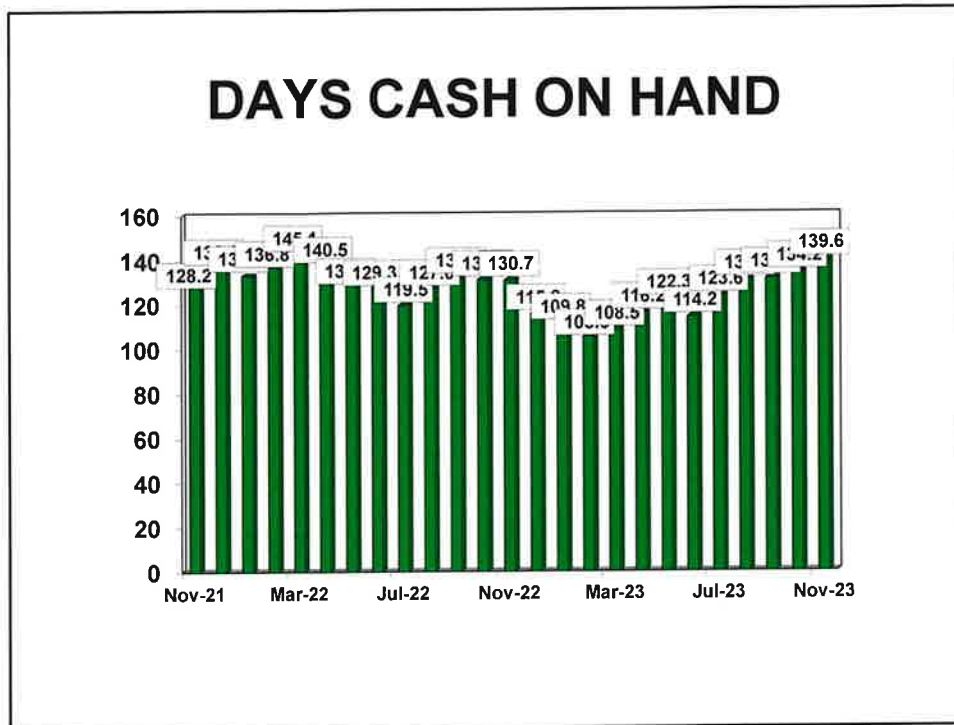
	October	November	
Gross Revenue	6,774,485	6,351,720	
Net Revenue	3,843,357	3,300,603	
Expenses	3,591,737	3,409,954	
Grants, Misc and Tax Revenue	141,287	143,217	
	Grants and Misc	113,828	128,355
	Tax Revenue	27,459	14,862
Net Income	392,907	33,866	

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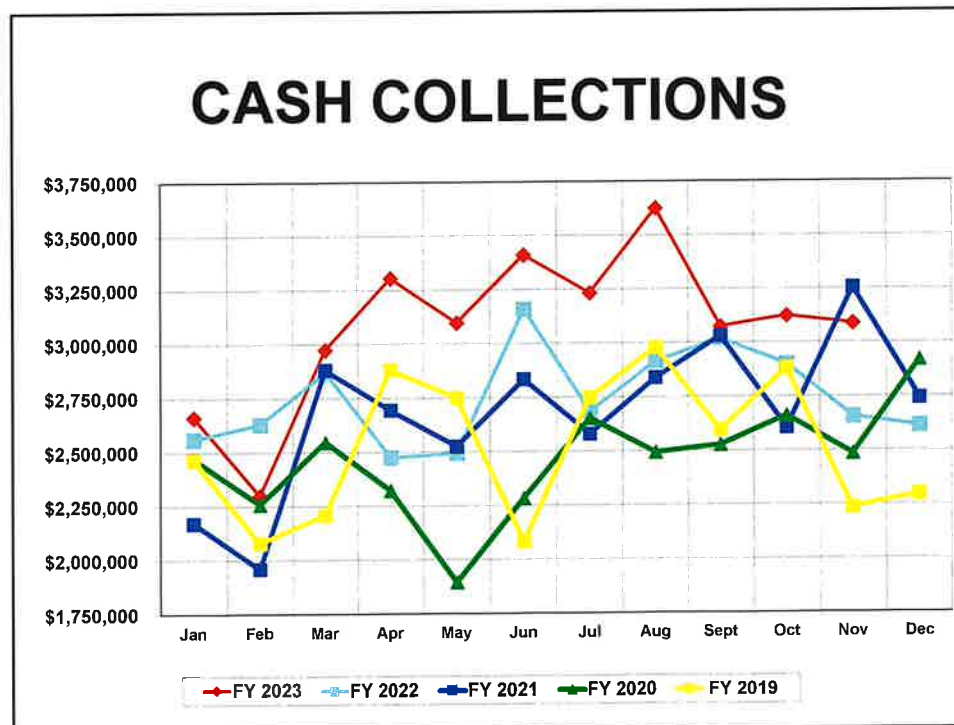
GROSS DAYS IN ACCOUNTS RECEIVABLE



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Income Statement - - - November 30, 2023

	2023	Current Month			2023	Year-to-Date		
		Budget	Difference	Variance		Budget	Difference	Variance
Revenue								
7 Total In-patient Revenue	191,210	309,828	(118,618)	-38%	2,770,528	5,700,833	(2,930,305)	-51%
17 Total Out-patient Revenue	5,554,925	5,124,084	430,841	8%	64,286,217	58,286,455	5,999,762	10%
18 Professional Fees	505,584	507,125	(1,541)	0%	5,991,395	5,831,933	159,462	3%
19 Total Patient Revenue	6,251,719	5,941,037	310,682	5%	73,048,140	69,819,221	3,228,919	5%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,045,801	3,154,829	(109,028)	-3%	36,414,855	35,491,808	923,047	3%
22 Charity	22,508	-	22,508		276,193	-	276,193	
23 Bad Debt	238,072	107,428	130,644	122%	2,738,253	1,736,753	1,001,500	58%
24 Provider Fee & Other	(355,265)	(330,669)	(24,596)	7%	(4,102,084)	(3,638,941)	(463,143)	13%
25 Total Revenue Deductions & Bad Debt	2,951,116	2,931,588	19,528	1%	35,327,217	33,589,620	1,737,597	5%
26 Total Net Patient Revenue	3,300,603	3,009,449	291,154	10%	37,720,923	36,229,601	1,491,322	4%
27 Grants	3,921	13,224	(9,303)	-70%	131,346	252,210	(120,864)	-48%
28 HHS Stimulus Other Revenue	-	-	-		-	-	-	
29 COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30 Other Operating Income - Misc	60,861	68,315	(7,454)	-11%	769,124	1,473,656	(704,532)	-48%
31 Total Net Revenues	3,365,385	3,090,988	274,397	9%	38,621,393	37,955,467	665,926	2%
32 Operating Expenses								
33 Salary & Wages	1,622,502	1,762,925	(140,423)	-8%	18,910,633	20,505,394	(1,594,761)	-8%
34 Benefits	308,442	289,119	19,323	7%	3,275,519	3,097,906	177,613	6%
35 Professional Fees/Contract Labor	211,504	93,509	117,995	126%	1,904,871	1,152,665	752,206	65%
36 Purchased Services	165,672	210,379	(44,707)	-21%	2,075,907	2,180,959	(105,052)	-5%
37 Supplies	531,873	595,421	(63,548)	-11%	6,900,908	6,872,085	28,823	0%
38 Rent & Leases	12,636	18,146	(5,510)	-30%	135,077	198,142	(63,065)	-32%
39 Repairs & Maintenance	59,119	43,123	15,996	37%	524,556	493,217	31,339	6%
40 Utilities	39,122	41,269	(2,147)	-5%	480,432	480,773	(341)	0%
41 Insurance	39,556	37,656	1,900	5%	437,391	414,212	23,179	6%
42 Depreciation & Amortization	179,875	147,165	32,710	22%	1,989,455	1,691,447	298,008	18%
43 Interest	84,078	78,705	5,373	7%	935,425	887,750	47,675	5%
44 Other	155,575	138,694	16,881	12%	1,676,022	1,631,334	44,688	3%
45 Total Operating Expenses	3,409,954	3,456,111	(46,157)	-1%	39,246,196	39,605,884	(359,688)	-1%
46 Operating Revenue Less Expenses	(44,569)	(365,123)	320,554	-88%	(624,803)	(1,650,417)	1,025,614	-62%
47 Non-Operating Income								
48 Interest Income	63,573	8,173	55,400	678%	550,842	55,658	495,184	890%
49 Tax Revenue	14,862	14,745	117	1%	1,570,598	1,415,495	155,103	11%
50 Donations	-	-	-		-	180,000	(180,000)	-100%
51 Total Non-Operating Income	78,435	22,918	55,517	242%	2,121,440	1,651,153	470,287	28%
52 Total Revenue Less Total Expenses	\$ 33,866	\$ (342,205)	\$ 376,071	-110%	\$ 1,496,637	\$ 736	\$ 1,495,901	203247%

Income Statement Comparison - - - November 30, 2023

	Current Month				Year-to-Date			
	2023	2022	Difference	Variance	2023	2022	Difference	Variance
Revenue								
7 Total In-patient Revenue	191,210	269,662	(78,452)	-29%	2,770,528	4,712,420	(1,941,892)	-41%
17 Total Out-patient Revenue	5,554,925	5,145,027	409,898	8%	64,286,217	56,308,749	7,977,468	14%
18 Professional Fees	505,584	498,387	7,197	1%	5,991,395	5,614,296	377,099	7%
19 Total Patient Revenue	6,251,719	5,913,076	338,643	6%	73,048,140	66,635,465	6,412,675	10%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,045,801	3,217,799	(171,998)	-5%	36,414,855	34,328,652	2,086,203	6%
22 Charity	22,508	28,821	(6,313)	-22%	276,193	424,391	(148,198)	-35%
23 Bad Debt	238,072	161,196	76,876	48%	2,738,253	2,682,231	56,022	2%
24 Provider Fee & Other	(355,265)	(305,636)	(49,629)	16%	(4,102,084)	(3,807,201)	(294,883)	8%
25 Total Revenue Deductions & Bad Debt	2,951,116	3,102,180	(151,064)	-5%	35,327,217	33,628,073	1,699,144	5%
26 Total Net Patient Revenue	3,300,603	2,810,896	489,707	17%	37,720,923	33,007,392	4,713,531	14%
27 Grants	3,921	-	3,921		131,346	113,838	17,508	15%
28 HHS Stimulus Other Revenue	-	-	-		-	669,775	(669,775)	-100%
29 COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30 Other Operating Income - Misc	60,861	57,591	3,270	6%	769,124	1,075,310	(306,186)	-28%
31 Total Net Revenues	3,365,385	2,868,487	496,898	17%	38,621,393	34,866,315	3,755,078	11%
32 Operating Expenses								
33 Salary & Wages	1,622,502	1,490,418	132,084	9%	18,910,633	18,318,509	592,124	3%
34 Benefits	308,442	309,236	(794)	0%	3,275,519	3,070,654	204,865	7%
35 Professional Fees/Contract Labor	211,504	266,047	(54,543)	-21%	1,904,871	3,016,176	(1,111,305)	-37%
36 Purchased Services	165,672	192,069	(26,397)	-14%	2,075,907	2,041,228	34,679	2%
37 Supplies	531,873	591,558	(59,685)	-10%	6,900,908	6,747,478	153,430	2%
38 Rent & Leases	12,636	30,168	(17,532)	-58%	135,077	212,508	(77,431)	-36%
39 Repairs & Maintenance	59,119	86,967	(27,848)	-32%	524,556	589,443	(64,887)	-11%
40 Utilities	39,122	42,622	(3,500)	-8%	480,432	430,797	49,635	12%
41 Insurance	39,556	47,299	(7,743)	-16%	437,391	398,169	39,222	10%
42 Depreciation & Amortization	179,875	162,156	17,719	11%	1,989,455	1,770,522	218,933	12%
43 Interest	84,078	88,629	(4,551)	-5%	935,425	842,342	93,083	11%
44 Other	155,575	153,247	2,328	2%	1,676,022	1,340,815	335,207	25%
45 Total Operating Expenses	3,409,954	3,460,416	(50,462)	-1%	39,246,196	38,778,641	467,555	1%
46 Operating Revenue Less Expenses	(44,569)	(591,929)	547,360	-92%	(624,803)	(3,912,326)	3,287,523	-84%
47 Non-Operating Income								
48 Interest Income	63,573	15,070	48,503	322%	550,842	80,125	470,717	587%
49 Tax Revenue	14,862	18,335	(3,473)	-19%	1,570,598	1,518,395	52,203	3%
50 Donations	-	-	-		-	-	-	
51 Total Non-Operating Income	78,435	33,405	45,030	135%	2,121,440	1,598,520	522,920	33%
52 Total Revenue Less Total Expenses	\$ 33,866	\$ (558,524)	\$ 592,390	-106%	\$ 1,496,637	\$ (2,313,806)	3,810,443	-165%

Balance Sheet - - - November 30, 2023

Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 4,324,927	\$ 4,225,030	Accts Payable - System	\$ 865,343	\$ 866,559
COLO Trust	1,710,336	1,702,539	Accrued Expenses	788,866	721,106
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	(1,671,026)	(1,282,740)
Bond Funds - 2016 Bonds (UMB)	236,763	117	Wages & Benefits Payable	2,254,503	2,145,605
Bond Funds - 2021 (UMB)	2,913,134	2,896,915	Deferred Revenue	2,003	2,003
CSIP Investments	6,219,987	6,191,803	COVID PPP Short Term Loan	-	-
Escrow - UMB	160,710	-	Relief Fund Liability	-	-
COVID PPP	-	-	Medicare Accelerated Pmt Liab	(251,194)	(251,194)
Relief Fund Cash Restricted	-	-	Current Portion of LT Debt-75 S Pagosa	120,000	120,000
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-2021	420,000	420,000
Total Cash	16,444,588	15,895,135	Current Portion of LT Debt-2016	230,000	230,000
			Total Current Liabilities	2,758,495	2,971,339
Accounts Receivable					
Patient Revenue - Net	3,462,315	3,979,807	Long-Term Liabilities		
Other Receivables	61,519	57,605	Leases Payable - 75 S Pagosa	2,180,000	2,180,000
Total Accounts Receivable	3,523,834	4,037,412	GASB 87 Capital Leases	1,880,799	1,914,947
Inventory	1,780,627	1,779,528	Bond Premium (Net) - 2006 Def Outflows	180,170	181,283
			Bond Premium (Net) - 2016	114,276	114,701
Total Current Assets	21,749,049	21,712,075	Bond Premium (Net) - 2021	671,130	675,101
			Bonds Payable - 2021	7,465,000	7,465,000
Fixed Assets			Bonds Payable - 2006	-	-
Property Plant & Equip (Net)	21,274,091	21,404,965	Bonds Payable - 2016	8,795,000	8,795,000
GASB 87 Leased Assets (Net)	1,361,277	1,397,059	Total Long-Term Liabilities	21,286,375	21,326,032
Work In Progress	708,195	718,788			
Land	704,021	704,021	Net Assets		
Total Fixed Assets	24,047,584	24,224,833	Un-Restricted	20,431,783	20,431,783
			Current Year Net Income/Loss	1,496,637	1,462,771
Other Assets			Total Un-Restricted	21,928,420	21,894,554
Prepays & Other Assets	176,657	255,017	Restricted	-	-
Total Other Assets	176,657	255,017	Total Net Assets	21,928,420	21,894,554
Total Assets	\$ 45,973,290	\$ 46,191,925	Total Liabilities & Net Assets	\$ 45,973,290	\$ 46,191,925

Monthly Trends

	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	YTD Total
Activity	30	31	31	28	31	30	31	30	31	31	30	31	30	334
2 In-Patient Admissions	25	32	28	37	20	22	18	28	34	11	18	16	24	256
3 In-Patient Days	51	64	53	77	34	35	32	54	74	21	44	50	48	522
4 Avg Stay Days (In-patients)	2.0	2.0	1.9	2.1	1.7	1.6	1.8	1.9	2.2	1.9	2.4	3.1	2.0	2.0
5 Swing Bed Admissions	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
6 Swing Bed Days	0	0	0	0	0	0	0	0	0	0	0	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	0.0	0.0	0.0	0.0	0.0	0.0
8 Average Daily Census	1.7	2.1	1.7	2.8	1.1	1.2	1.0	1.8	2.4	0.7	1.4	1.6	1.6	1.6
Statistics														
9 E/R visits	616	753	561	516	657	517	619	734	783	716	646	621	595	6,965
10 Observ Hours	428	483	557	564	918	467	496	878	519	971	502	1,040	630	7,542
11 Lab Tests	6,987	5,695	5,480	5,176	6,094	5,279	6,051	6,390	6,449	6,625	5,816	6,412	6,490	66,262
12 Radiology/CT/MRI Exams	1,274	1,361	1,517	1,464	1,659	1,470	1,671	1,738	1,621	1,778	1,602	1,582	1,573	17,675
14 OR Cases	105	116	88	89	88	99	141	102	81	144	108	97	104	1,141
15 Clinic Visits	1,627	1,794	1,475	1,602	1,842	1,752	1,913	1,781	1,663	2,057	1,815	1,933	1,792	19,625
16 Spec. Clinic Visits	30	37	41	42	28	38	53	40	20	33	27	29	21	372
17 Oncology Clinic Visits	111	93	109	106	106	110	133	139	106	134	93	113	128	1,277
18 Oncology/Infusion Patients	161	195	134	171	229	254	261	211	288	204	267	266	213	2,498
19 EMS Transports	104	104	111	74	93	74	104	99	92	105	88	110	104	1,054
20 Total Stats	#####	#####	10,073	9,804	11,714	10,060	11,442	12,112	11,622	12,767	10,964	12,203	11,650	124,411

Statistical Review

2023	November			November			November Prior Y-T-D			
	Current Month	Current Month	Variance	Y-T-D	Y-T-D	Variance	Y-T-D	Prior Y-T-D	Difference	Variance
	Actual	Budget		Actual	Budget		Actual	Actual		
In-Patient										
Admissions:										
Acute	24	17	7	256	307	(51)	256	313	(57)	-18%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	24	17	7	256	307	(51)	256	313	(57)	-18%
Patient Days:										
Acute	48	42	6	522	766	(244)	522	758	(236)	-31%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	48	42	6	522	766	(244)	522	758	(236)	-31%
Average Daily Census:										
# Of Days	30	30		334	334		334	334		
Acute	1.6	1.4	0.2	1.6	2.3	(0.7)	1.6	2.3	(0.7)	-31%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	1.6	1.4	0.2	1.6	2.3	(0.7)	1.6	2.3	(0.7)	-31%
Length of Stay:										
Acute	2.0	2.5	(0.5)	2.0	2.5	(0.5)	2.0	2.4	(0.4)	-16%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.0	2.5	(0.5)	2.0	2.5	(0.5)	2.0	2.4	(0.4)	-16%
Out-Patient										
Out-Patient Visits										
E/R Visits	595	687	(92)	6,965	7,811	(846)	6,965	7,580	(615)	-8%
Observ admissions	28	22	6	326	251	75	326	252	74	29%
Lab Tests	6,490	5,644	846	66,262	64,203	2,059	66,262	63,474	2,788	4%
Radiology/CT/MRI Exams/M	1,573	1,343	230	17,675	15,278	2,397	17,675	14,970	2,705	18%
OR Cases	104	99	5	1,141	1,124	17	1,141	1,069	72	7%
Clinic Visits	1,792	1,649	143	19,625	18,761	864	19,625	18,420	1,205	7%
Spec. Clinic Visits	21	30	(9)	372	343	29	372	344	28	8%
Oncology Clinic Visits	128	111	17	1,277	1,263	14	1,277	1,329	(52)	-4%
Oncology/Infusion Patients	213	256	(43)	2,498	2,912	(414)	2,498	2,857	(359)	-13%
EMS Transports	104	101	3	1,054	1,151	(97)	1,054	1,126	(72)	-6%
Total	11,048	9,942	1,106	117,195	113,097	4,098	117,195	111,421	5,774	5%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of November 30, 2023

	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
2 Medicare	\$ 2,475,419	\$ 210,952	\$ 184,676	\$ 100,300	\$ 133,701	\$ 74,836	\$ 303,554	\$ 3,483,438	33%	
3 Medicaid	510,088	67,828	18,237	26,845	39,340	11,542	113,895	787,775	8%	
4 Third Party	1,557,413	407,284	233,219	193,675	162,051	96,836	579,533	3,230,011	31%	
5 Self-Pay	499,035	256,611	266,433	311,840	284,624	193,210	1,171,311	2,983,064	28%	
Current Month Total	\$ 5,041,955	\$ 942,675	\$ 702,565	\$ 632,660	\$ 619,716	\$ 376,424	\$ 2,168,293	\$ 10,484,288	100%	223,749
Pct of Total	48%	9%	7%	6%	6%	4%	21%	100%		
Oct-23	\$ 5,276,718	\$ 1,175,416	\$ 781,816	\$ 739,447	\$ 494,084	\$ 353,225	\$ 2,101,803	\$ 10,922,509	100%	209,769
Pct of Total	49%	12%	8%	5%	4%	3%	19%	100%		
Sep-23	\$ 5,357,429	\$ 1,364,191	\$ 829,226	\$ 571,432	\$ 437,907	\$ 314,760	\$ 2,112,322	\$ 10,987,267	100%	161,484
Pct of Total	49%	12%	8%	5%	4%	3%	19%	100%		
Aug-23	\$ 5,791,813	\$ 1,310,432	\$ 705,237	\$ 499,128	\$ 347,251	\$ 331,541	\$ 2,188,265	\$ 11,173,667	100%	294,367
Pct of Total	52%	12%	6%	4%	3%	3%	20%	100%		
Jul-23	\$ 5,195,855	\$ 1,750,827	\$ 922,811	\$ 484,274	\$ 416,696	\$ 338,589	\$ 1,881,363	\$ 10,990,415	100%	262,515
Pct of Total	47%	16%	8%	4%	4%	3%	17%	100%		
Jun-23	\$ 5,512,522	\$ 1,195,087	\$ 537,000	\$ 531,450	\$ 583,696	\$ 409,956	\$ 2,213,524	\$ 10,983,235	100%	169,493
Pct of Total	50%	11%	5%	5%	5%	4%	20%	100%		
May-23	\$ 5,727,512	\$ 1,086,665	\$ 730,974	\$ 686,873	\$ 574,251	\$ 322,203	\$ 2,335,486	\$ 11,463,964	100%	149,612
Pct of Total	50%	9%	6%	6%	5%	3%	20%	100%		
Apr-23	\$ 4,649,144	\$ 1,340,245	\$ 887,732	\$ 744,066	\$ 390,670	\$ 383,149	\$ 2,391,747	\$ 10,786,753	100%	118,155
Pct of Total	43%	12%	8%	7%	4%	4%	22%	100%		
Mar-23	\$ 5,487,671	\$ 1,397,788	\$ 1,008,260	\$ 492,549	\$ 442,994	\$ 507,208	\$ 2,182,723	\$ 11,519,193	100%	146,612
Pct of Total	48%	12%	9%	4%	4%	4%	19%	100%		
Feb-23	\$ 5,248,449	\$ 1,682,584	\$ 760,575	\$ 468,388	\$ 607,923	\$ 437,374	\$ 2,190,121	\$ 11,395,414	100%	102,197
Pct of Total	46%	15%	7%	4%	5%	4%	19%	100%		
Jan-23	\$ 5,123,357	\$ 1,248,805	\$ 614,514	\$ 745,873	\$ 482,283	\$ 273,204	\$ 2,257,741	\$ 10,745,777	100%	141,264
Pct of Total	48%	12%	6%	7%	4%	3%	21%	100%		
Dec-22	\$ 4,866,761	\$ 1,268,334	\$ 866,931	\$ 548,451	\$ 414,832	\$ 408,064	\$ 2,198,139	\$ 10,571,512	100%	176,992
Pct of Total	46%	12%	8%	5%	4%	4%	21%	100%		
Nov-22	\$ 4,628,883	\$ 1,203,061	\$ 741,822	\$ 516,963	\$ 509,027	\$ 428,506	\$ 2,149,446	\$ 10,177,708	100%	226,765
Pct of Total	45%	12%	7%	5%	5%	4%	21%	100%		
Oct-22	\$ 4,510,172	\$ 1,414,025	\$ 840,205	\$ 678,170	\$ 658,661	\$ 439,855	\$ 1,826,111	\$ 10,367,199	100%	147,187
Pct of Total	44%	14%	8%	7%	6%	4%	18%	100%		
Sep-22	\$ 5,163,652	\$ 1,454,685	\$ 829,159	\$ 821,421	\$ 525,214	\$ 274,896	\$ 2,073,259	\$ 11,142,286	100%	176,296
Pct of Total	46%	13%	7%	7%	5%	2%	19%	100%		

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of November 30, 2023

		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
Aug-22	\$	5,070,970	\$ 1,423,538	\$ 1,289,523	\$ 637,852	\$ 423,338	\$ 370,971	\$ 1,518,317	\$ 10,734,509		181,959
Pct of Total		47%	13%	12%	6%	4%	3%	14%	100%		
Jul-22	\$	5,195,855	\$ 1,750,827	\$ 922,811	\$ 484,274	\$ 416,696	\$ 338,589	\$ 1,881,363	\$ 10,990,415		262,515
Pct of Total		47%	16%	8%	4%	4%	3%	17%	100%		
Jun-22	\$	5,296,769	\$ 1,257,194	\$ 690,323	\$ 660,956	\$ 438,544	\$ 356,021	\$ 1,355,339	\$ 10,055,146		248,707
Pct of Total		53%	13%	7%	7%	4%	4%	13%	100%		
May-22	\$	4,976,841	\$ 1,229,667	\$ 763,335	\$ 569,449	\$ 554,337	\$ 321,119	\$ 1,643,977	\$ 10,058,725		150,992
Pct of Total		49%	12%	8%	6%	6%	3%	16%	100%		
Apr-22	\$	4,411,765	\$ 1,085,976	\$ 693,620	\$ 609,943	\$ 440,794	\$ 289,902	\$ 1,669,402	\$ 9,201,402		215,897
Pct of Total		48%	12%	8%	7%	5%	3%	18%	100%		
Mar-22	\$	4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total		45%	15%	7%	6%	4%	3%	19%	100%		
Feb-22	\$	4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total		45%	15%	7%	6%	4%	3%	19%	100%		
Jan-22	\$	4,815,885	\$ 1,218,564	\$ 968,019	\$ 573,545	\$ 504,719	\$ 332,446	\$ 1,663,719	\$ 10,076,897		184,318
Pct of Total		48%	12%	10%	6%	5%	3%	17%	100%		
Dec-21	\$	4,411,483	\$ 1,771,146	\$ 897,483	\$ 629,416	\$ 471,528	\$ 299,814	\$ 1,716,882	\$ 10,197,752		246,249
Pct of Total		43%	17%	9%	6%	5%	3%	17%	100%		
Nov-21	\$	5,254,766	\$ 1,288,663	\$ 765,276	\$ 596,925	\$ 429,612	\$ 449,363	\$ 1,582,207	\$ 10,366,811		223,165
Pct of Total		51%	12%	7%	6%	4%	4%	15%	100%		
Oct-21	\$	4,591,197	\$ 1,412,195	\$ 784,524	\$ 573,095	\$ 661,916	\$ 330,409	\$ 1,562,788	\$ 9,916,124		372,288
Pct of Total		46%	14%	8%	6%	7%	3%	16%	100%		
12	Pct Settled (Current)		82.1%	40.2%	19.1%	16.2%	23.8%	-513.9%			
13	Pct Settled (Oct from Sept)		78.1%	42.7%	10.8%	13.5%	19.3%	-567.7%			
14	Pct Settled (Sept from Aug)		76.4%	36.7%	19.0%	12.3%	9.4%	-537.1%			
15	Pct Settled (Aug from July)		74.8%	59.7%	45.9%	28.3%	20.4%	-546.3%			

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

	Nov-23
Cash Flows from operating activities	
Change in net assets	33,866
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	179,875
Patient accounts receivable	517,492
Accounts payable and wages payable	107,682
Accrued liabilities	67,760
Pre-paid assets	78,360
Deferred revenues	-
Other receivables	(3,914)
Reserve for third party settlement	(388,286)
Inventory	(1,099)
Net Cash Provided by (used in) operating activities	591,736
Cash Flows from investing activities	
Purchase of property and equipment	(18,728)
Work in progress	10,593
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(8,135)
Cash Flows from financing activities	
Principal payments on long-term debt	-
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Recognize Amounts from Relief Fund	-
Payments/Proceeds from Medicare Accelerated Payment	-
Change in Prior Year Net Assets	-
Change in leases payable	(34,148)
Net Cash Provided by (used in) financing activities	(34,148)
Net Increase(Decrease) in Cash	549,453
Cash Beginning of Month	15,895,135
Cash End of Month	16,444,588

2023						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-23	\$1,898,252.00	\$2,661,282.24	\$763,030.24	140.20%	\$ (94,934.27)	\$2,566,347.97
Feb-23	\$2,517,041.00	\$2,300,038.64	(\$217,002.36)	91.38%	\$ 33,865.39	\$2,333,904.03
Mar-23	\$2,681,584.00	\$2,973,397.69	\$291,813.69	110.88%	\$ 80,560.75	\$3,053,958.44
Apr-23	\$3,284,110.00	\$3,305,562.31	\$21,452.31	100.65%	\$ 123,435.41	\$3,428,997.72
May-23	\$2,963,309.00	\$3,097,724.96	\$134,415.96	104.54%	\$ 78,380.91	\$3,176,105.87
Jun-23	\$3,371,760.00	\$3,410,190.02	\$38,430.02	101.14%	\$ 348,856.56	\$3,759,046.58
Jul-23	\$3,221,285.00	\$3,232,565.25	\$11,280.25	100.35%	\$ 545,421.19	\$3,777,986.44
Aug-23	\$2,910,480.00	\$3,625,164.22	\$714,684.22	124.56%	\$ 172,833.39	\$3,797,997.61
Sep-23	\$3,478,062.00	\$3,074,896.60	(\$403,165.40)	88.41%	\$ (236,870.50)	\$2,838,026.10
Oct-23	\$3,011,453.00	\$3,123,265.54	\$111,812.54	103.71%	\$ (29,963.64)	\$3,093,301.90
Nov-23	\$3,108,744.00	\$3,087,560.15	(\$21,183.85)	99.32%	\$ 46,137.30	\$3,133,697.45
Dec-23						
	\$32,446,080.00	\$33,891,647.62	\$1,445,567.62	104.46%	\$ 1,067,722.49	\$34,959,370.11

2023 Revenue				
Month	Revenue Goal	Actual Revenue	Variance	% Generated
Jan-23	\$ 6,252,289.00	\$ 5,954,092.00	\$ (298,197.00)	95.23%
Feb-23	\$ 5,361,067.00	\$ 5,853,763.00	\$ 492,696.00	109.19%
Mar-23	\$ 6,250,864.00	\$ 6,599,775.00	\$ 348,911.00	105.58%
Apr-23	\$ 6,188,899.00	\$ 6,090,739.00	\$ (98,160.00)	98.41%
May-23	\$ 6,188,899.00	\$ 7,299,799.00	\$ 1,110,900.00	117.95%
Jun-23	\$ 7,204,053.00	\$ 7,054,999.00	\$ (149,054.00)	97.93%
Jul-23	\$ 6,892,800.00	\$ 7,012,693.00	\$ 119,893.00	101.74%
Aug-23	\$ 7,016,731.00	\$ 7,713,367.00	\$ 696,636.00	109.93%
Sep-23	\$ 6,644,938.00	\$ 6,444,708.00	\$ (200,230.00)	96.99%
Oct-23	\$ 5,877,646.00	\$ 6,774,485.00	\$ 896,839.00	115.26%
Nov-23	\$ 5,941,036.00	\$ 6,251,720.00	\$ 310,684.00	105.23%
Dec-23	\$ 6,767,444.00			
Totals	\$ 76,586,666.00	\$ 73,050,140.00	\$ (3,536,526.00)	104.63%

**Pagosa Springs Medical Center
Cash Forecast as of end of December 2023
Forecast Months Based on Budget and Actual**

Prepared 11/15/2023
Cash balance 13,821,488
at 12/31/22

	(1) Net Asset Change	(2) Depreciation	(3) Receivables	(4) Payables & Other Liabilities	(5) Pre-Paid Assets	(6) Deferrred Revenue	(7) Third Party	(8) Inventory	(9) Equipment Purchase	(10) Lease Payables	(11) Other	Net Cash Change	Balance
January 2023 (Actual)	(141,450)	150,394	(465,836)	314,555	(273,391)	-	(157,058)	13,421	(65,961)	(27,154)	-	(652,480)	13,169,008
February 2023 (Actual)	21,315	183,912	(250,228)	(574,589)	4,756	(83,822)	(35,080)	(10,201)	11,428	(18,700)	(7,206)	(758,415)	12,410,593
March 2023 (Actual)	240,404	166,002	236,086	31,520	23,385	(468,304)	250,000	4,887	-	(11,993)	-	471,987	12,882,580
April 2023 (Actual)	191,566	166,630	503,328	108,970	34,976	(149,554)	(26,324)	13,244	(106,715)	(18,700)	(213)	717,208	13,599,788
May 2023 (Actual)	12,557	169,680	1,113,321	577,827	(25,264)	(371,169)	(531,380)	(4,905)	25,389	(18,700)	(2)	947,354	14,547,142
June 2023 (Actual)	311,541	166,013	376,470	(1,224,021)	45,260	(147,329)	2,701	33	(55,627)	(18,700)	(225,002)	(768,661)	13,778,481
July 2023 (Actual)	(187,469)	267,248	547,563	296,554	82,112	(209,520)	383,670	7,989	(14,840)	(114,400)	-	1,058,907	14,837,388
August 2023 (Actual)	404,907	179,541	(217,356)	327,251	25,779	(41,378)	307,642	13,696	(192,616)	(32,534)	-	774,932	15,612,320
September 2023 (Actual)	215,493	180,282	49,348	(106,845)	(16,151)	(2,039)	(163,912)	28,578	(5,859)	(39,823)	(132,961)	6,111	15,618,431
October 2023 (Actual)	392,907	179,878	(18,657)	289,679	99,017	-	(458,714)	8,284	(181,685)	(34,004)	-	276,705	15,895,136
November 2023 (Actual)	33,866	179,875	513,578	175,442	78,360	-	(388,286)	(1,099)	(8,135)	(34,148)	-	549,453	16,444,589
December 2023 (Budget)	114,258	151,841	(150,000)	200,000	(50,000)	-	150,000	(15,000)	(91,666)	(27,000)	100,000	382,433	16,827,022
Totals	1,609,895	2,141,296	2,237,617	416,343	28,839	(1,473,115)	(666,741) 981,635	58,927	(686,287)	(395,856)	(265,384)	3,005,534	16,827,022
													at 10/31/2023
													6,692,828
													Bond Requirements (60 days cash)
													Less Cares Act
													Less Medicare Accelerated
													Less Bond Reserve
													(878,731)
													Net Cash for Days Cash on Hand
													14,733,589
													AVG. Expense Per Day
													111,547
													Days Cash on Hand
													132.08

Notes:

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

UPPER SAN JUAN HEALTH SERVICE DISTRICT
RESOLUTION 2023-25 RE: ENERGY INVESTMENT GRADE AUDIT

WHEREAS, the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center (“PSMC”) is a Colorado governmental health service special district;

WHEREAS, the State of Colorado, via the Colorado Energy Office, has an energy performance contracting program (“EPC”) that supports certain Colorado governmental entities in (1) the audit and evaluation of current energy use; (2) implementation of energy conservation measures; (3) strategies to finance energy conservation measures; and (4) qualification for certain DOLA renewable and clean energy grants.

WHEREAS, the EPC program works in two phases:

1. in the first phase, PSMC contracts with a pre-qualified contractor who, over a period of months, conducts an investment grade audit to determine PSMC’s energy consumption and identify solutions and capital improvements that would reduce PSMC energy use and operational expense; and
2. in the second phase, PSMC determines the scope of energy conservation that it wants to make, if any, and enters into a construction contract to construct/implement facility improvements that will reduce operational expenses by an amount equal to or more than the cost of the facility improvements;

WHEREAS, the EPC program provides governmental entities with an organized set of documents and information including a list of prequalified contractors, a form Request for Proposals, a form set of interview questions, a form scoring tool, a form pricing tool, and a form contract to engage a contractor to conduct an Investment Grade Audit (“EPC Audit”);

WHEREAS, PSMC has utilized the EPC program tools and issued an RFP to prequalified contractors, interviewed responding contractors, scored contractor responses and now seeks to use the form contract to engage the selected contractor to conduct the EPC Audit;

WHEREAS, the cost of the EPC Audit is \$64,880 which is both in the 2024 approved budget and well within the authority of the CEO to execute the agreement for the EPC Audit; however, the State’s form contract anticipates execution by a Board officer;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center: The Board authorizes the Board Chair, Vice-Chair or Treasurer to execute, on behalf of PSMC, a contract to engage a selected prequalified contractor to perform the Investment Grade Audit for an approximate expense of \$64,880 which sum is included in the approved 2024 budget.

Upper San Juan Health Service District

 Kate Alfred, Chair of the USJHSD Board

 Date



**MINUTES OF REGULAR BOARD MEETING
 Tuesday, November 28, 2023, at 5:00 PM
 The Board Room
 95 South Pagosa Blvd., Pagosa Springs, CO 81147**

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held its regular board meeting on Tuesday, November 28, 2023, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Vice-Chair Martin Rose, Treasurer/Secretary Mark Zeigler, Director Barbara Parada, Director Mark Floyd

Present via Zoom: Director Jason Cox, Chair Kate Alfred (lost connection 40 minutes into the meeting)

Not Present: Director Gwen Taylor

1) CALL TO ORDER

- a) Call for quorum: Vice-Chair Rose called the meeting to order at 5:05 p.m. MDT and staff recorded the meeting for preparation of minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: None.
- c) Approval of the Agenda: Treasurer/Secretary Zeigler motioned to approve the agenda with no changes. Director Cox seconded; the Board unanimously approved the agenda.

2) PUBLIC COMMENT

None

3) PRESENTATIONS

4) REPORTS

- a) Oral Reports
 - i) CEO Report

CEO Webb, present via Zoom, advised of the following update:

- Expressed appreciation to the managers and leadership for their hard work on the 2024 Budget.
- PSMC has been awarded the full amount of a second DOLA matching grant. This DOLA grant award will be used toward the cost to construct the Oxygen Generation Building. PSMC reissued the RFP for the construction project of the Oxygen Generation Building and Nunn Construction has been selected.

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

- As a member of the CHA Board, attended the Colorado Hospital Association Board meeting. In November, the legislature took actions that would reduce, for one year, the property taxes of residents in Colorado and, in the process, reduce income to some governmental entities. Largely due to efforts of CHA, the new legislation will not reduce the tax revenue for PSMC, a governmental health service district.
- Comment made and questions asked and answered on the Oxygen Generation Building.
- Questions asked and answered on the new Colorado property tax legislation.

ii) Foundation Board Report

CAO Bruzzese advised of the following update:

- Tax Form 990 was submitted.
- The use of donations designated in the Surgery Fund were approved to acquire C-Arm radiology equipment for surgery.
- Received an overall summary of fundraising activities.
- The Foundation owns the Dodie Cassidy building which is occupied by two tenants, the largest tenant being a physical therapy business. The physical therapy tenant has elected to change locations and will be vacating the building.

iii) Facilities Committee Report

COO Mundt advised of the following update:

- Medical Wellness Building plans are ongoing.
- Oxygen Building Construction – anticipated timeline to complete is late summer.
- We are interviewing companies who conduct energy efficiency assessments through a State of CO program.

iv) Finance Committee Report

CFO Keplinger, who attended via Zoom, presented and discussed financials for October 2023. No questions.

b) Written Reports

i) Medical Staff Report – Chief of Staff, Dr. John Wisneski

- Thank you expressed to Dr. Wisneski by the Board.

5) EXECUTIVE SESSION

None

6) DECISION AGENDA

a) CFO Chelle Keplinger presented a comprehensive overview of the 2024 Budget.

- Question asked and answered on medical equipment “end of life.”

b) Discussion on 2024 budgeted tax revenues, new legislation passed last week that should not (but might) impact PSMC 2024 tax revenues.

c) Overview of Resolutions by CAO Bruzzese

d) Resolution 2023-21

- Director Cox motioned to approve Resolution 2023-21 to adopt the budget for 2024. Motion was seconded by Treasurer/Secretary Zeigler and unanimously approved by the Board members present.

e) Resolution 2023-22

- Director Floyd motioned to approve Resolution 2023-22 to set mill levies. Motion was seconded by Director Parada and unanimously approved by the Board members present.

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

f) Resolution 2023-23

- Director Floyd motioned to approve Resolution 2023-23 to appropriate sums of money. Motion was seconded by Director Parada and unanimously approved by the Board members present.

g) Resolution 2023-24

- CAO Bruzzese presented a summary of the audit discussion held during the Finance Committee Meeting. Discussion by the Board of the options.
- Director Cox motioned to approve Resolution 2023-24 to select DZA as the auditor for PSMC’s annual audit as well as a requirement that staff use a different company for preparation of the Medicare Cost Report than the auditor selected by the Board for the annual audit. Motion was seconded by Treasurer/Secretary Zeigler and unanimously approved by the Board members present.

7) CONSENT AGENDA

Treasurer/Secretary Zeigler motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 10/24/2023, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). Motion was seconded by Director Parada, and the Board unanimously approved said consent agenda items.

8) OTHER BUSINESS

None

9) ADJOURN

There being no further business, Vice-Chair Rose adjourned the regular meeting at 6:05 p.m. MDT.

Respectfully submitted by:

Laura DePiazza, serving as Clerk to the Board