



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

Tuesday, June 27, 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) PRESENTATIONS *Emergency Department and Trauma Program, by Memi Fox, RN*

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/Committee | Dir. Parada, Dir. Taylor and CEO R. Webb |
| v) Facilities Committee | Dir. Kathee Douglas and COO C. Mundt |
| vi) Strategic Planning Committee | Vice Chair Rose, Dir. Cox and CEO R. Webb |
| vii) Finance Committee Report | Treas.-Sec. Zeigler and CFO C. Keplinger |
| (a) May 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** [No decision items this month.]
- 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 06/27/2023
 - b) Approval of Minutes for the following meeting(s):
 - i) [Regular meeting of: 05/23/2023](#)
 - 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**
- 9) ADJOURN**

Finance Committee & CFO Report for the USJHSD Board Meeting on June 20, 2023

The Board's Finance Committee met on June 20, 2023. The report below provides an overview of the financials and addresses any questions made by members of the Finance Committee.

1) **May Financials:**

a) **Bottom line and Income Statement:**

- i) PSMC had a small positive bottom line for May of \$12,557.
- ii) PSMC has a year-to-date positive bottom line of \$324,392. PSMC generally operates at a deficit for the first half of the year, but PSMC had a positive bottom line every month of 2023 except January.
- iii) Gross revenue was a record high; however, downward adjustments to gross revenue resulted in net revenue being below budget. As background, the Medicare cost report work for 2022 was due in May and resulted in positive adjustments to the 2022 end-of-year; that adjustment carries forward into 2023 and increased the offsets to 2023 revenues (all appearing in May).
- iv) In order to address staff retention and recruiting of staff, PSMC increased starting wages for our positions in pay grades 1, 2 and 3.

b) **Accounts Receivable:** Accounts Receivable is 52.8 days.

c) **Cash on hand:** Collection of cash was steady; PSMC ended the month with 122.3 days of cash on hand.

d) **Balance Sheet:** No discussion.

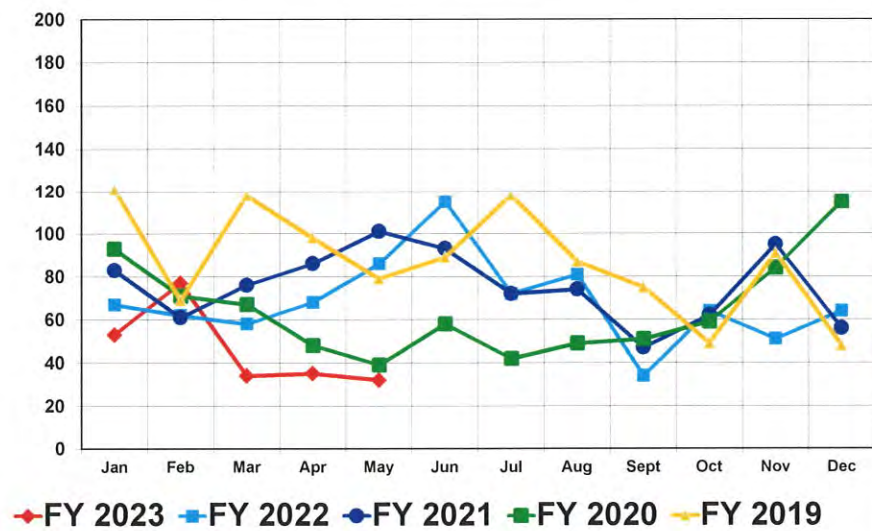
2) **Other Discussions:**

- a) Discussed patient volumes:
 - i) Inpatient days continue on a downward trend which is the "new normal" for hospitals.
 - ii) Emergency Department visits are on track with historical numbers.
 - iii) Record number of surgery and pain procedures.
 - iv) Clinic visits were up in May (a lot of walk-in patients in the clinic).
- b) Briefly discussed bills before Congress (the bills are in the early stages, might never be passed, but have concepts that could be helpful to rural hospitals).
- c) Discussed a service line analysis for Infusion and Oncology.

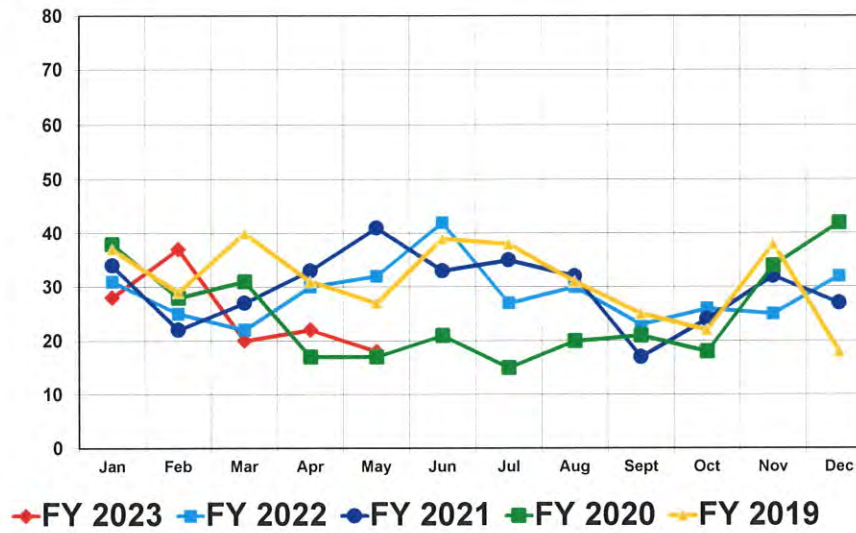


FINANCIAL PRESENTATION YTD MAY 2023

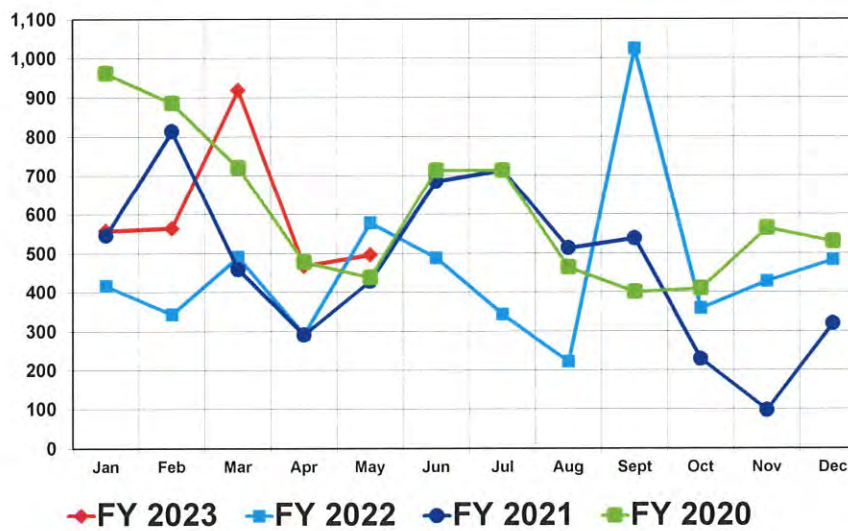
PATIENT DAYS



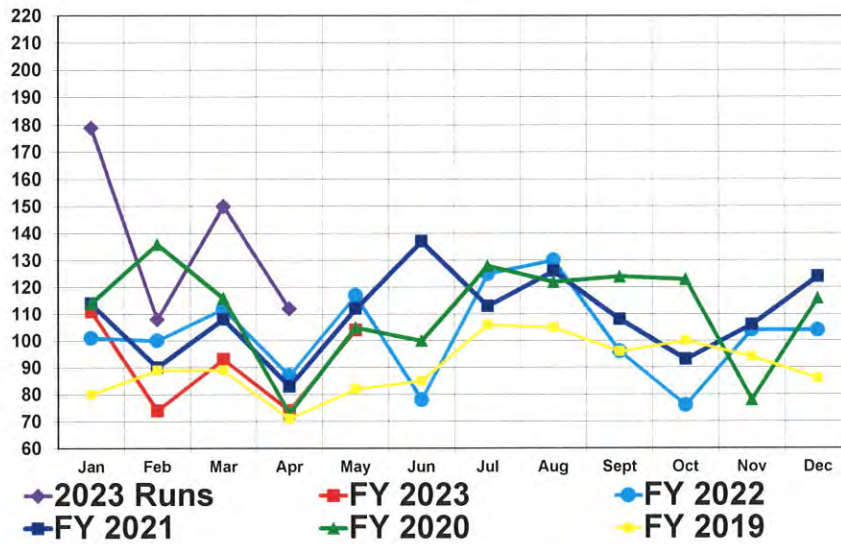
INPATIENT DISCHARGES



OBSERVATION HOURS

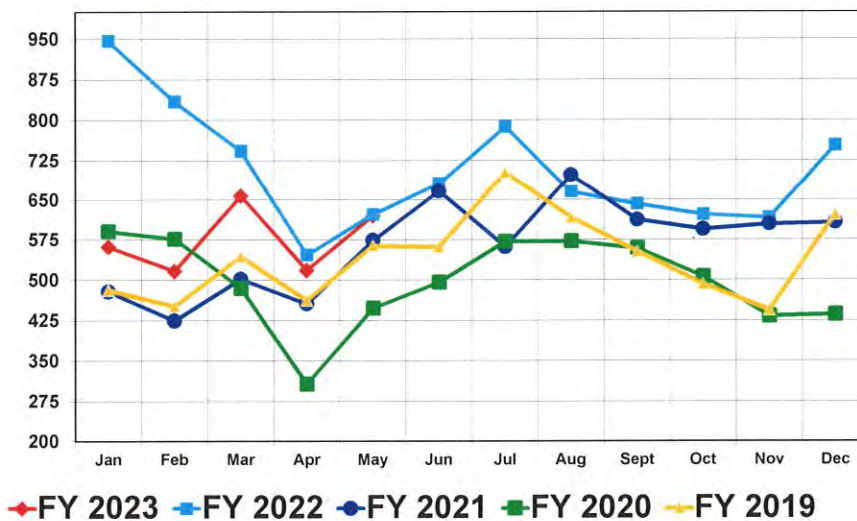


BILLABLE EMS RUNS

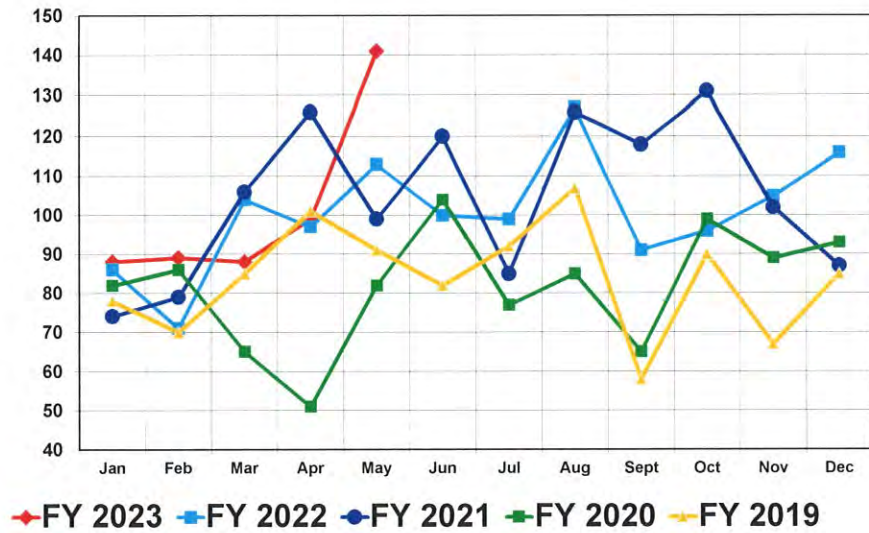


ER VISITS

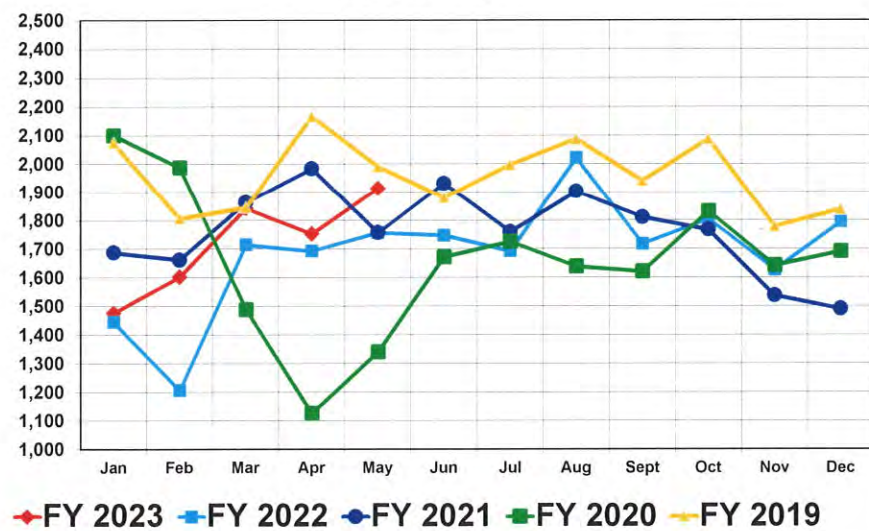
(Includes Fast Track in 2022)



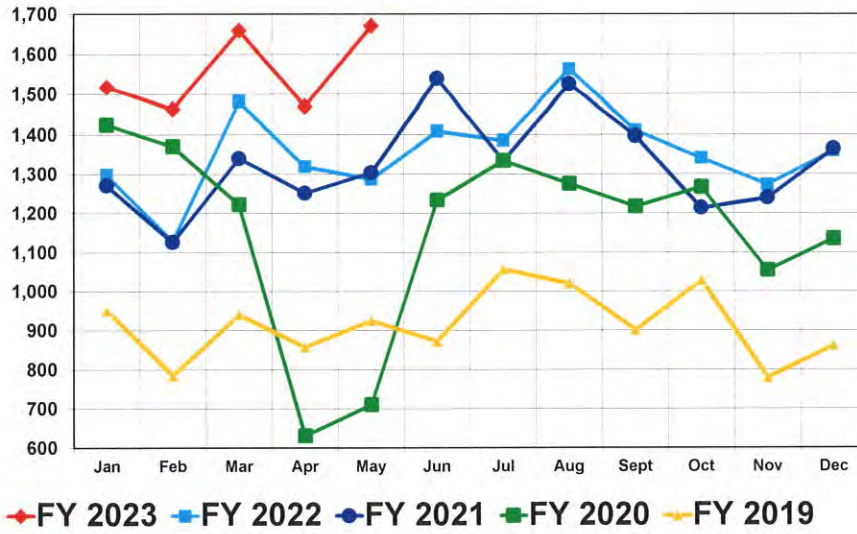
OR and PAIN Procedures



RURAL HEALTH CLINIC VISITS



RADIOLOGY EXAMS

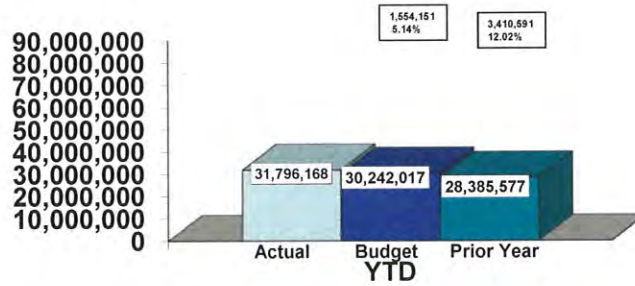
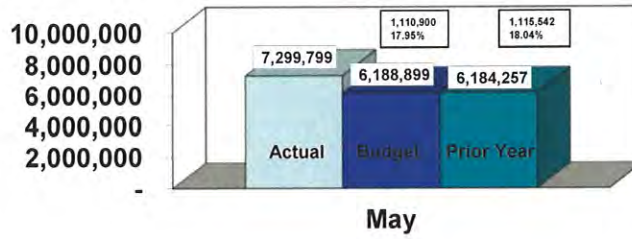


Summary of Financials

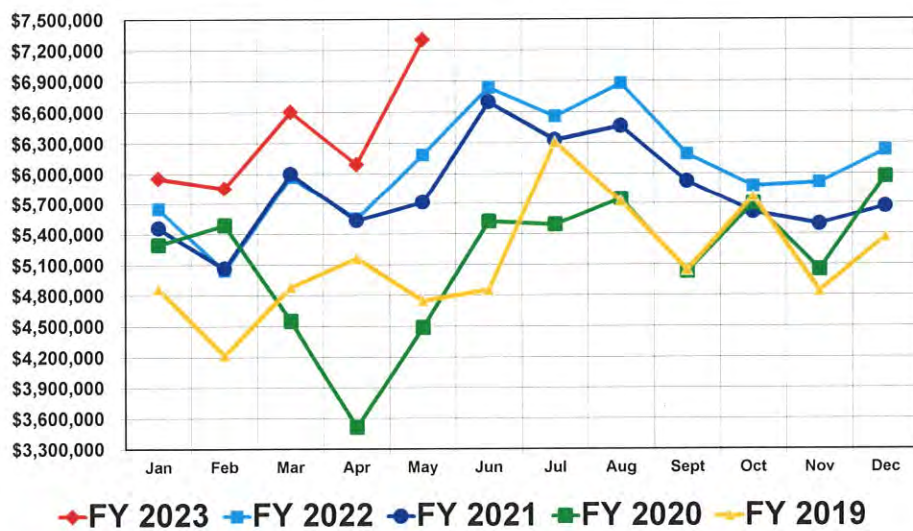
April

Gross Revenue	\$ 6,090,739
Net Revenue	\$ 3,291,664
Expenses	\$ 3,353,502
Grants, 340B and Tax Revenue	\$ 253,404
Grants and 340B and Stimulus	\$ 103,849
Tax Revenue	\$ 149,555
Net Income	\$ 191,566

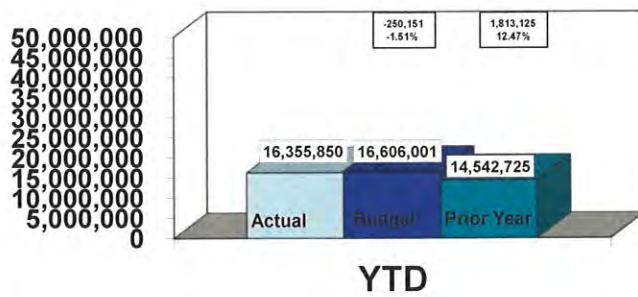
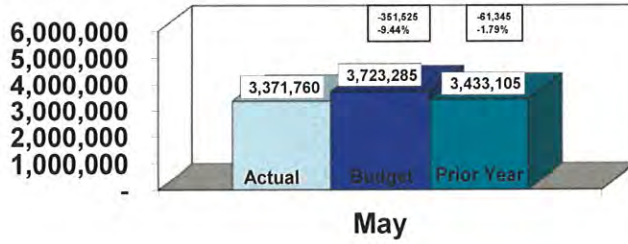
GROSS REVENUE



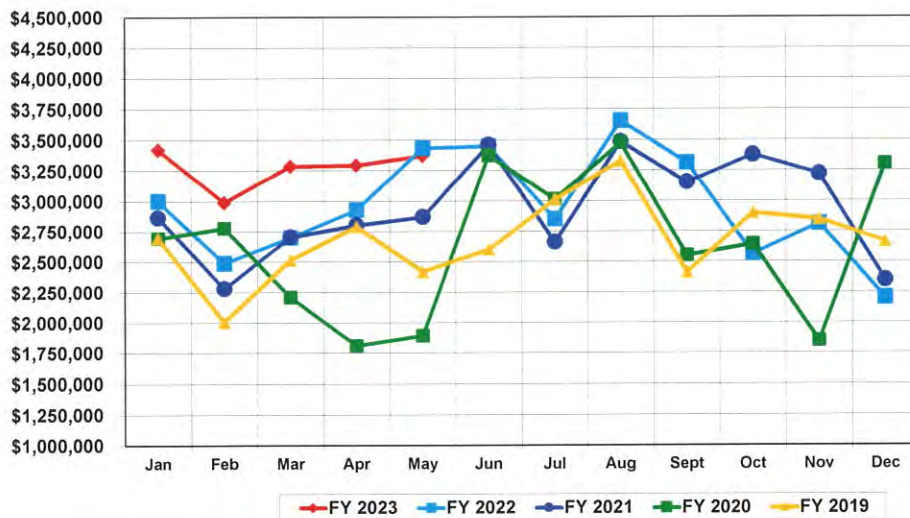
GROSS REVENUE

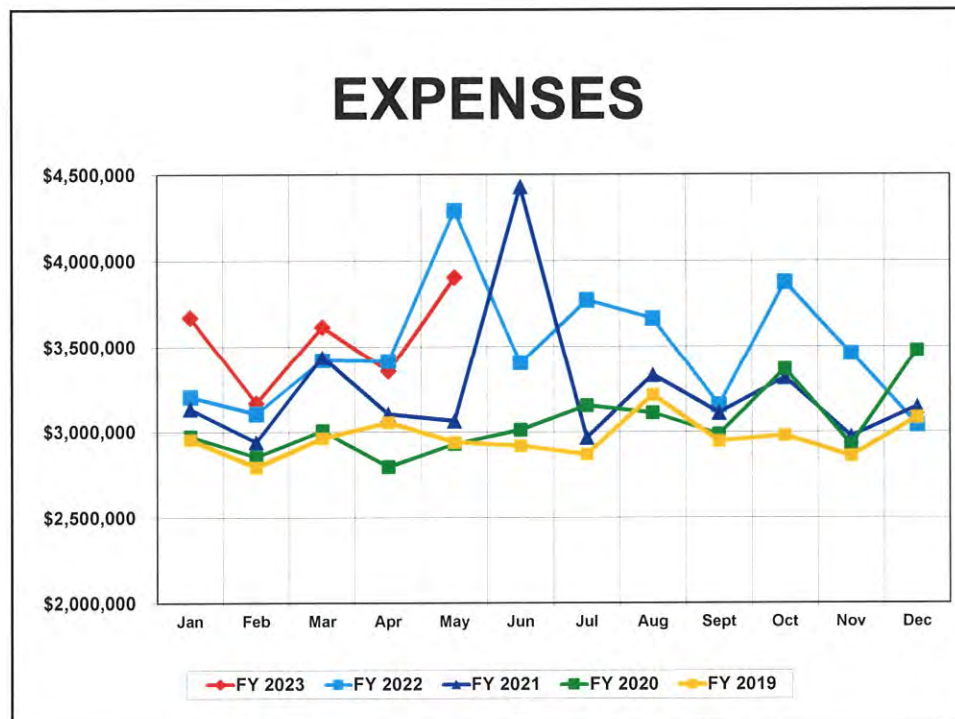
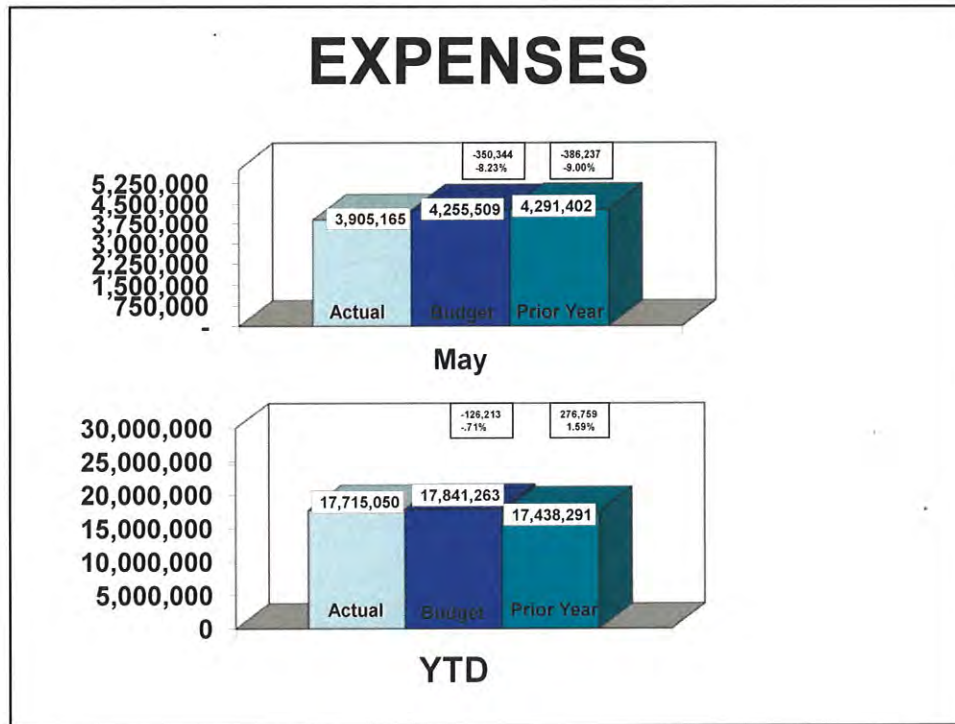


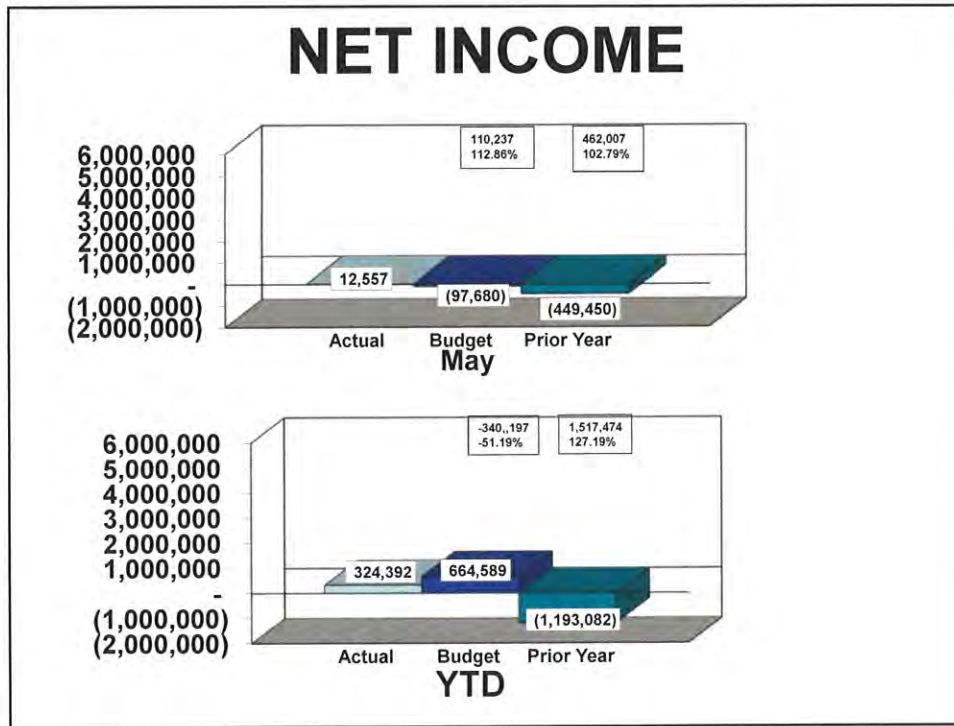
NET PATIENT REVENUE



NET PATIENT REVENUE



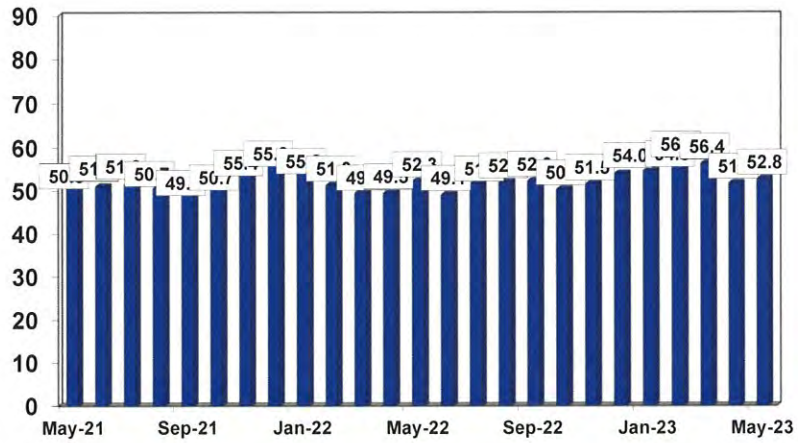




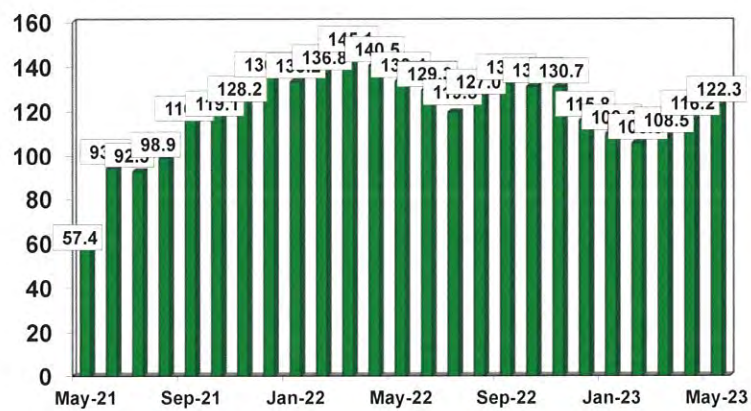
Summary of Financials

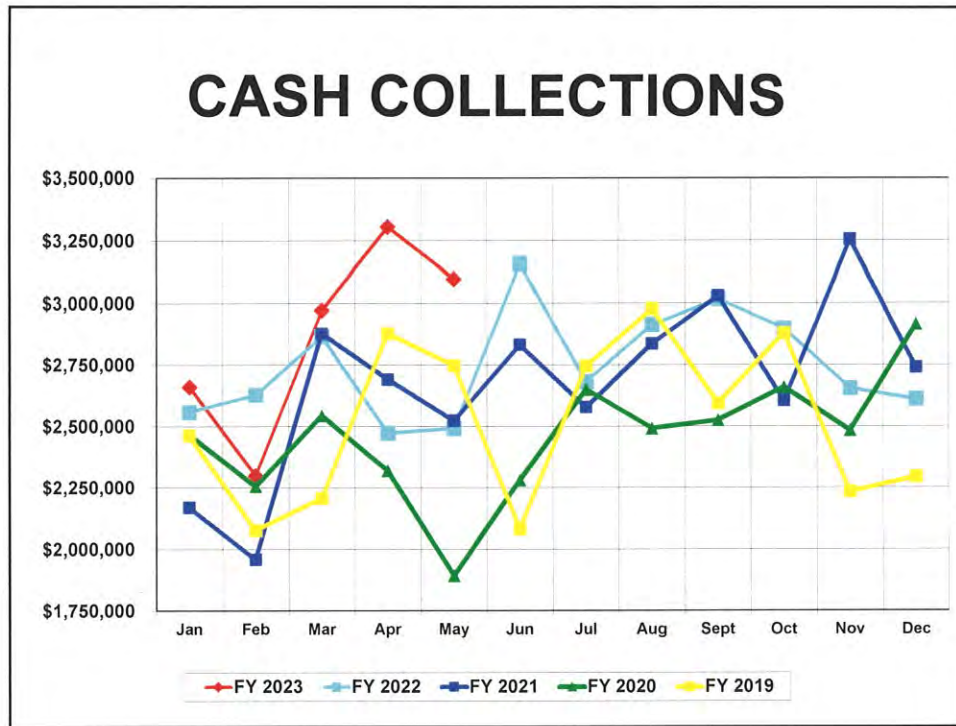
May	
Gross Revenue	\$ 7,299,799
Net Revenue	\$ 3,371,760
Expenses	\$ 3,905,165
Grants, 340B and Tax Revenue	\$ 545,962
Grants and 340B and Stimulus	\$ 174,793
Tax Revenue	\$ 371,169
Net Income	\$ 12,557

GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND





Pagosa Springs Medical Center

Income Statement - - - May 31, 2023

	Current Month				Year-to-Date			
	2023	Budget	Difference	Variance	2023	Budget	Difference	Variance
Revenue								
7 Total In-patient Revenue	189,027	557,690	(368,663)	-66%	1,791,916	2,726,485	(934,569)	-34%
17 Total Out-patient Revenue	6,521,934	5,124,084	1,397,850	27%	27,451,839	24,979,909	2,471,930	10%
18 Professional Fees	588,838	507,125	81,713	16%	2,552,413	2,535,623	16,790	1%
19 Total Patient Revenue	7,299,799	6,188,899	1,110,900	18%	31,796,168	30,242,017	1,554,151	5%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,457,940	2,760,474	697,466	25%	16,008,409	14,591,077	1,417,332	10%
22 Charity	50,860	-	50,860		133,128	-	133,128	
23 Bad Debt	953,449	35,809	917,640	2563%	1,091,155	698,282	392,873	56%
24 Provider Fee & Other	(534,210)	(330,669)	(203,541)	62%	(1,792,374)	(1,653,343)	(139,031)	8%
25 Total Revenue Deductions & Bad Debt	3,928,039	2,465,614	1,462,425	59%	15,440,318	13,636,016	1,804,302	13%
26 Total Net Patient Revenue	3,371,760	3,723,285	(351,525)	-9%	16,355,850	16,606,001	(250,151)	-2%
27 Grants	39,940	17,200	22,740	132%	86,786	127,719	(40,933)	-32%
28 HHS Stimulus Other Revenue	-	-	-		-	-	-	
29 COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30 Other Operating Income - Misc	134,853	92,960	41,893	45%	512,082	769,490	(257,408)	-33%
31 Total Net Revenues	3,546,553	3,833,445	(286,892)	-7%	16,954,718	17,503,210	(548,492)	-3%
32 Operating Expenses								
33 Salary & Wages	1,727,075	2,207,163	(480,088)	-22%	8,432,466	9,269,373	(836,907)	-9%
34 Benefits	400,170	323,568	76,602	24%	1,429,929	1,379,001	50,928	4%
35 Professional Fees/Contract Labor	179,114	155,692	23,422	15%	831,713	576,953	254,760	44%
36 Purchased Services	230,405	217,719	12,686	6%	987,800	957,849	29,951	3%
37 Supplies	785,857	749,235	36,622	5%	3,156,362	3,064,953	91,409	3%
38 Rent & Leases	27,513	18,113	9,400	52%	143,796	90,478	53,318	59%
39 Repairs & Maintenance	66,838	54,500	12,338	23%	244,962	220,657	24,305	11%
40 Utilities	21,241	52,891	(31,650)	-60%	278,326	212,423	65,903	31%
41 Insurance	39,230	37,656	1,574	4%	201,262	188,278	12,984	7%
42 Depreciation & Amortization	169,680	185,313	(15,633)	-8%	836,619	754,281	82,338	11%
43 Interest	86,624	81,175	5,449	7%	418,528	397,643	20,885	5%
44 Other	171,418	172,484	(1,066)	-1%	753,287	729,374	23,913	3%
45 Total Operating Expenses	3,905,165	4,255,509	(350,344)	-8%	17,715,050	17,841,263	(126,213)	-1%
46 Operating Revenue Less Expenses	(358,612)	(422,064)	63,452	-15%	(760,332)	(338,053)	(422,279)	125%
47 Non-Operating Income								
48 Tax Revenue	371,169	324,384	46,785	14%	1,084,724	1,002,642	82,082	8%
49 Donations	-	-	-		-	-	-	
50 Total Non-Operating Income	371,169	324,384	46,785	14%	1,084,724	1,002,642	82,082	8%
51 Total Revenue Less Total Expenses	\$ 12,557	\$ (97,680)	\$ 110,237	-113%	\$ 324,392	\$ 664,589	\$ (340,197)	-51%

Income Statement Comparison - - - May 31, 2023

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	2023	Current Month 2022	Difference	Variance	2023	Year-to-Date 2022	Difference	Variance	
Revenue									
2									
7	Total In-patient Revenue	189,027	440,128	(251,101)	-57%	1,791,916	2,227,372	(435,456)	-20%
17	Total Out-patient Revenue	6,521,934	5,223,734	1,298,200	25%	27,451,839	23,707,480	3,744,359	16%
18	Professional Fees	588,838	520,395	68,443	13%	\$ 2,552,413	2,450,725	101,688	4%
19	Total Patient Revenue	7,299,799	6,184,257	1,115,542	18%	31,796,168	28,385,577	3,410,591	12%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	3,457,940	3,140,358	317,582	10%	\$ 16,008,409	14,045,217	1,963,192	14%
22	Charity	50,860	85,190	(34,330)	-40%	133,128	216,685	(83,557)	-39%
23	Bad Debt	953,449	(234,231)	1,187,680	-507%	1,091,155	783,359	307,796	39%
24	Provider Fee & Other	(534,210)	(240,165)	(294,045)	122%	(1,792,374)	(1,202,409)	(589,965)	49%
25	Total Revenue Deductions & Bad Debt	3,928,039	2,751,152	1,176,887	43%	15,440,318	13,842,852	1,597,466	12%
26	Total Net Patient Revenue	3,371,760	3,433,105	(61,345)	-2%	16,355,850	14,542,725	1,813,125	12%
27	Grants	39,940	-	39,940		86,786	77,288	9,498	12%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30	Other Operating Income - Misc	134,853	64,660	70,193	109%	512,082	545,883	(33,801)	-6%
31	Total Net Revenues	3,546,553	3,497,765	48,788	1%	16,954,718	15,165,896	1,788,822	12%
32	Operating Expenses								
33	Salary & Wages	1,727,075	2,003,650	(276,575)	-14%	8,432,466	8,466,089	(33,623)	0%
34	Benefits	400,170	298,674	101,496	34%	1,429,929	1,369,201	60,728	4%
35	Professional Fees/Contract Labor	179,114	507,413	(328,299)	-65%	831,713	1,407,844	(576,131)	-41%
36	Purchased Services	230,405	194,808	35,597	18%	987,800	924,714	63,086	7%
37	Supplies	785,857	768,042	17,815	2%	3,156,362	2,749,081	407,281	15%
38	Rent & Leases	27,513	11,340	16,173	143%	143,796	87,584	56,212	64%
39	Repairs & Maintenance	66,838	48,453	18,385	38%	244,962	254,145	(9,183)	-4%
40	Utilities	21,241	39,553	(18,312)	-46%	278,326	233,951	44,375	19%
41	Insurance	39,230	35,174	4,056	12%	201,262	183,676	17,586	10%
42	Depreciation & Amortization	169,680	136,427	33,253	24%	836,619	724,933	111,686	15%
43	Interest	86,624	74,980	11,644	16%	418,528	360,250	58,278	16%
44	Other	171,418	172,888	(1,470)	-1%	753,287	676,823	76,464	11%
45	Total Operating Expenses	3,905,165	4,291,402	(386,237)	-9%	17,715,050	17,438,291	276,759	2%
46	Operating Revenue Less Expenses	(358,612)	(793,637)	435,025	-55%	(760,332)	(2,272,395)	1,512,063	-67%
47	Non-Operating Income								
48	Tax Revenue	371,169	344,187	26,982	8%	1,084,724	1,079,313	5,411	1%
49	Donations	-	-	-		-	-	-	
50	Total Non-Operating Income	371,169	344,187	26,982	8%	1,084,724	1,079,313	5,411	1%
51	Total Revenue Less Total Expenses	\$ 12,557	\$ (449,450)	\$ 462,007	-103%	\$ 324,392	\$ (1,193,082)	1,517,474	-127%

Balance Sheet - - - May 31, 2023

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK/COLO Trust)	\$ 5,040,628	\$ 5,488,648	Accts Payable - System	\$ 977,088	\$ 708,945
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Accrued Expenses	865,982	770,354
Bond Funds - 2016 Bonds (UMB)	464,754	50	Cost Report Settlement Res	(566,373)	(34,993)
Bond Funds - 2021 (UMB)	2,560,505	2,192,965	Wages & Benefits Payable	2,307,583	2,093,527
CSIP Investments (Begins In March)	5,561,813	5,039,393	Deferred Revenue	402,269	773,438
Escrow - UMB	40,710	-	COVID PPP Short Term Loan	-	-
COVID PPP	-	-	Relief Fund Liability	-	-
Relief Fund Cash Restricted	-	-	Medicare Accelerated Pmt Liab	(258,615)	(258,613)
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 S Pagosa	120,000	120,000
Total Cash	14,547,141	13,599,787	Current Portion of LT Debt-2021	420,000	420,000
			Current Portion of LT Debt-2016	225,000	225,000
Accounts Receivable			Total Current Liabilities	4,492,934	4,817,658
Patient Revenue - Net	4,312,936	5,065,484	Long-Term Liabilities		
Other Receivables	510,286	871,059	Leases Payable - 75 S Pagosa	2,180,000	2,180,000
Total Accounts Receivable	4,823,222	5,936,543	Equipment Lease (Siemens MRI)	1,461,661	1,480,361
Inventory	1,786,304	1,781,399	Bond Premium (Net) - 2006 Def Outflows	186,843	187,956
			Bond Premium (Net) - 2016	116,825	117,249
Total Current Assets	21,156,667	21,317,729	Bond Premium (Net) - 2021	694,957	698,929
Fixed Assets			Bonds Payable - 2021	7,465,000	7,465,000
Property Plant & Equip (Net)	23,038,285	23,204,115	Bonds Payable - 2006	-	-
Work In Progress	341,956	376,704	Bonds Payable - 2016	9,025,000	9,025,000
Land	704,021	704,021	Total Long-Term Liabilities	21,130,286	21,154,495
Total Fixed Assets	24,084,262	24,284,840	Net Assets		
Other Assets			Un-Restricted	19,784,351	19,784,351
Prepays & Other Assets	491,034	465,770	Current Year Net Income/Loss	324,392	311,835
Total Other Assets	491,034	465,770	Total Un-Restricted	20,108,743	20,096,186
			Restricted		
			Total Net Assets	20,108,743	20,096,186
Total Assets	\$ 45,731,963	\$ 46,068,339	Total Liabilities & Net Assets	\$ 45,731,963	\$ 46,068,339

Monthly Trends

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	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	YTD Total
Activity	31	30	31	31	30	31	30	31	31	28	31	30	31	151
In-Patient Admissions	32	42	27	30	23	26	25	32	28	37	20	22	18	125
In-Patient Days	86	115	72	81	34	64	51	64	53	77	34	35	32	231
Avg Stay Days (In-patients)	2.7	2.7	2.7	2.7	1.5	2.5	2.0	2.0	1.9	2.1	1.7	1.6	1.8	1.8
Swing Bed Admissions	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
Swing Bed Days	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
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
Average Daily Census	2.8	3.8	2.3	2.6	1.1	2.1	1.7	2.1	1.7	2.8	1.1	1.2	1.0	1.5
Statistics														
E/R visits	622	681	787	638	639	529	616	753	561	516	657	517	619	2,870
Observ Hours	578	488	343	221	1,025	358	428	483	557	564	918	467	496	3,002
Lab Tests	5,623	6,094	5,926	6,175	5,720	5,839	6,987	5,695	5,480	5,176	6,094	5,279	6,051	28,080
Radiology/CT/MRI Exams	1,288	1,409	1,386	1,563	1,411	1,342	1,274	1,361	1,517	1,464	1,659	1,470	1,671	7,781
OR Cases	113	100	99	127	91	95	105	116	88	89	88	99	141	505
Clinic Visits	1,756	1,747	1,692	2,021	1,717	1,804	1,627	1,794	1,475	1,602	1,842	1,752	1,913	8,584
Spec. Clinic Visits	29	46	10	33	33	27	30	37	41	42	28	38	53	202
Oncology Clinic Visits	127	137	135	139	120	126	111	93	109	106	106	110	133	564
Oncology/Infusion Patients	284	295	268	254	286	214	161	195	134	171	229	254	261	1,049
EMS Transports	117	78	125	130	96	76	104	104	111	74	93	74	104	456
Total Stats	10,537	11,075	10,771	11,301	11,138	10,410	11,443	10,631	10,073	9,804	11,714	10,060	11,442	53,093

Statistical Review

2023	May			May			May 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	18	30	(12)	125	146	(21)	125	140	(15)	-11%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	18	30	(12)	125	146	(21)	125	140	(15)	-11%
Patient Days:										
Acute	32	75	(43)	231	366	(135)	231	341	(110)	-32%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	32	75	(43)	231	366	(135)	231	341	(110)	-32%
Average Daily Census:										
# Of Days	31	31		151	151		151	151		
Acute	1.0	2.4	(1.4)	1.5	2.4	(0.9)	1.5	2.3	(0.7)	-32%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	1.0	2.4	(1.4)	1.5	2.4	(0.9)	1.5	2.3	(0.7)	-32%
Length of Stay:										
Acute	1.8	2.5	(0.7)	1.8	2.5	(0.7)	1.8	2.4	(0.6)	-24%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	1.8	2.5	(0.7)	1.8	2.5	(0.7)	1.8	2.4	(0.6)	-24%
Out-Patient										
Out-Patient Visits										
E/R Visits	619	687	(68)	2,870	3,349	(479)	2,870	3,690	(820)	-22%
Observ admissions	24	22	2	129	107	22	129	103	26	25%
Lab Tests	6,051	5,644	407	28,080	27,515	565	28,080	26,733	1,347	5%
Radiology/CT/MRI Exams/M	1,671	1,343	328	7,781	6,548	1,233	7,781	6,585	1,196	18%
OR Cases	141	99	42	505	482	23	505	452	53	12%
Clinic Visits	1,913	1,649	264	8,584	8,039	545	8,584	7,812	772	10%
Spec. Clinic Visits	53	30	23	202	147	55	202	165	37	22%
Oncology Clinic Visits	133	111	22	564	541	23	564	561	3	1%
Oncology/Infusion Patients	261	256	5	1,049	1,248	(199)	1,049	1,379	(330)	-24%
EMS Transports	104	101	3	456	493	(37)	456	517	(61)	-12%
Total	10,970	9,942	1,028	50,220	48,469	1,751	50,220	47,997	2,223	5%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of May 31, 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
Medicare	\$ 2,618,736	\$ 296,761	\$ 145,795	\$ 56,938	\$ 101,573	\$ 27,940	\$ 461,264	\$ 3,709,007	32%	
Medicaid	943,182	55,153	86,937	28,806	54,184	23,832	101,801	1,293,895	11%	
Third Party	1,903,130	446,887	227,132	264,899	156,875	98,562	758,402	3,855,887	34%	
Self-Pay	262,464	287,864	271,110	336,230	261,619	171,869	1,014,019	2,605,175	23%	
Current Month Total	\$ 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		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		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		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		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		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		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		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		176,296
Pct of Total	46%	13%	7%	7%	5%	2%	19%	100%		
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

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of May 31, 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
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%		
Sep-21	\$	4,623,878	\$ 1,367,954	\$ 793,192	\$ 861,326	\$ 484,324	\$ 263,617	\$ 1,610,326	\$ 10,004,617		251,846
Pct of Total		46%	14%	8%	9%	5%	3%	16%	100%		
Aug-21	\$	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-21	\$	4,918,121	\$ 1,859,528	\$ 864,925	\$ 524,846	\$ 546,331	\$ 340,021	\$ 1,455,387	\$ 10,509,159		125,498
Pct of Total		47%	18%	8%	5%	5%	3%	14%	100%		
Jun-21	\$	4,450,225	\$ 991,357	\$ 492,319	\$ 470,912	\$ 586,430	\$ 386,858	\$ 1,658,314	\$ 9,036,415		248,707
Pct of Total		49%	11%	5%	5%	6%	4%	18%	100%		
May-21	\$	4,564,596	\$ 1,223,151	\$ 900,499	\$ 559,379	\$ 516,823	\$ 338,558	\$ 1,383,875	\$ 9,486,881		95,678
Pct of Total		48%	13%	9%	6%	5%	4%	15%	100%		
Apr-21	\$	4,315,723	\$ 1,332,592	\$ 712,599	\$ 645,005	\$ 417,714	\$ 166,007	\$ 1,174,380	\$ 8,764,020		190,242
Pct of Total		49%	15%	8%	7%	5%	2%	13%	100%		
Mar-21	\$	4,536,107	\$ 1,283,697	\$ 893,010	\$ 614,678	\$ 287,740	\$ 205,954	\$ 1,187,089	\$ 9,008,275		141,056
Pct of Total		50%	14%	10%	7%	3%	2%	13%	100%		
Feb-21	\$	4,632,177	\$ 1,808,956	\$ 796,014	\$ 329,120	\$ 255,606	\$ 194,030	\$ 1,194,813	\$ 9,210,716		116,794
Pct of Total		50%	20%	9%	4%	3%	2%	13%	100%		

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of May 31, 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
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%		
Pct Settled (Current)		76.6%	45.5%	22.6%	22.8%	17.5%	-509.6%			
Pct Settled (Apr from Mar)		75.6%	36.5%	26.2%	20.7%	13.5%	-371.6%			

Pagosa Springs Medical Center

Pagosa Springs Medical Center - - - Net Days in A/R 2023

	31	28	31	30	31	30
	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-22
2 Net Accounts Receivable	\$ 3,937,851	\$ 4,304,267	\$ 4,578,027	\$ 5,065,484	\$ 4,312,936	\$ 4,552,033
3 Net Patient Revenue	\$ 3,421,097	\$ 2,987,220	\$ 3,534,110	\$ 3,291,664	\$ 3,372,760	\$ 3,447,795
4 Net Patient Rev/Day (2 month Avg)	\$ 90,700	\$ 108,522	\$ 110,345	\$ 111,863	\$ 109,260	\$ 113,879
5 Net Days in A/R	43	40	41	45	39	40

	31	31	30	31	30	31
	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
7 Net Accounts Receivable	\$ 4,150,381	\$ 4,332,364	\$ 4,146,319	\$ 3,566,483	\$ 3,353,545	\$ 3,573,432
8 Net Patient Revenue	\$ 2,851,249	\$ 3,654,608	\$ 3,390,296	\$ 2,562,908	\$ 2,810,896	\$ 2,202,304
9 Net Patient Rev/Day (2 month Avg)	\$ 103,451	\$ 104,933	\$ 230,900	\$ 195,684	\$ 88,185	\$ 82,369
10 Net Days in A/R	40	41	18	18	38	43

Pagosa Springs Medical Center - - - Gross Days Target

12 Medicare	33%	21	\$ 109,253	\$ 757,122
13 Medicaid	7%	35	\$ 109,253	\$ 267,669
14 Blue Cross	15%	48	\$ 109,253	\$ 786,621
15 Commercial	26%	65	\$ 109,253	\$ 1,846,373
16 Self Pay	19%	150	\$ 109,253	\$ 3,113,706
17 Total:	100%			\$ 6,771,492
18				\$ 109,253
19			Gross Days in A/R Target	62

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

ORAL REPORTS 4.a.vii.a

	May-23
Cash Flows from operating activities	
Change in net assets	12,557
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	169,680
Patient accounts receivable	752,548
Accounts payable and wages payable	482,199
Accrued liabilities	95,628
Pre-paid assets	(25,264)
Deferred revenues	(371,169)
Other receivables	360,773
Reserve for third party settlement	(531,380)
Inventory	(4,905)
Net Cash Provided by (used in) operating activities	940,667
Cash Flows from investing activities	
Purchase of property and equipment	(9,359)
Work in progress	34,748
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	25,389
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	(2)
Change in Prior Year Net Assets	-
Change in leases payable	(18,700)
Net Cash Provided by (used in) financing activities	(18,702)
Net Increase(Decrease) in Cash	947,354
Cash Beginning of Month	13,599,787
Cash End of Month	14,547,141

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						
Jul-23						
Aug-23						
Sep-23						
Oct-23						
Nov-23						
Dec-23						
	\$13,344,296.00	\$14,338,005.84	\$993,709.84	107.45%	\$ 221,308.19	\$14,559,314.03

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			
Jul-23	\$ 6,892,800.00			
Aug-23	\$ 7,016,731.00			
Sep-23	\$ 6,644,938.00			
Oct-23	\$ 5,877,646.00			
Nov-23	\$ 5,941,036.00			
Dec-23	\$ 6,767,444.00			
Totals	\$ 76,586,666.00	\$ 31,798,168.00	\$ 1,556,150.00	105.15%

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

Prepared 6/16/2023
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 (Budget)	722,009	150,948	(50,000)	200,000	(50,000)	-	200,000	15,000	(91,666)	(27,000)	100,000	1,169,291	15,716,433
July 2023 (Budget)	(473,896)	172,026	(50,000)	200,000	(50,000)	-	150,000	15,000	(91,666)	(27,000)	-	(155,536)	15,560,897
August 2023 (Budget)	159,701	171,708	(250,000)	200,000	(50,000)	-	(200,000)	15,000	(91,666)	(27,000)	100,000	27,743	15,588,640
September 2023 (Budget)	545,770	152,269	(150,000)	200,000	(50,000)	-	(100,000)	(15,000)	(91,666)	(27,000)	-	464,373	16,053,013
October 2023 (Budget)	(1,275,231)	171,472	(150,000)	200,000	(50,000)	-	150,000	(15,000)	(91,666)	(27,000)	100,000	(987,425)	15,065,588
November 2023 (Budget)	(342,205)	152,453	(150,000)	200,000	(50,000)	-	150,000	(15,000)	(91,666)	(27,000)	-	(173,418)	14,892,170
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	15,274,603
Totals	(225,202)	1,959,335	186,671	1,858,283	(585,538)	(1,072,849)	158 981,635	1,446	(777,521)	(284,247)	392,579	1,453,115	15,274,603
													at 05/31/2023
													6,706,661
													Bond Requirements (60 days cash)
													Less Cares Act
													-
													Less Medicare Accelerated
													-
													Less Bond Reserve
													(878,731)
													Net Cash for Days Cash on Hand
													13,668,410
													AVG. Expense Per Day
													111,778
													Days Cash on Hand
													122.28

- 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.



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, JOHN WISNESKI
June 27, 2023**

~~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
Matthew Brown, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
Christian Burrell, MD	Reappointment	Telemedicine/Teleneurology	Neurology & Vascular Neurology
Kevin Carmen, MD	Reappointment	Telemedicine/ Telepsychiatry	Psychiatry
Jessica Cox, DO	Reappointment	Active/Radiology & Teleradiology	Diagnostic Radiology
Gregory Czuczman, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Kelly D'Amico, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Yu Hong, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Zachary Norman, MD	Reappointment	Telemedicine/Teleneurology	Neurology & Neurocritical Care
Sean Walker, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 18

Courtesy: 21

Telemedicine: 146

Advanced Practice Providers & Behavioral Health Providers: 12

Honorary: 2

Total: 199



MINUTES OF REGULAR BOARD MEETING
May 23, 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 May 23, 2023, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Vice Chair Kate Alfred, Treasurer/Secretary Mark Zeigler, Director Martin Rose, Director Jason Cox, Director Barbara Parada, and Director Kathee Douglas

Planned Absence: Director Gwen Taylor

Present via Zoom or telephone: none

1) CALL TO ORDER

- a) Call for quorum: Vice Chair Alfred called the meeting to order at 5:00 p.m. MDT and Clerk to the Board, Laura DePiazza, recorded the minutes. A quorum of directors was present and acknowledged.
- b) The Directors elected by acclamation effective May 2, 2023 were seated.
 - i) Clerk to the Board confirmed execution of Oath of Office for term of May 2023 until the election in May 2027 for the following Directors: Mark Zeigler, Gwen Taylor, and Kathleen Douglas
 - ii) Clerk to the Board affirmed that all Directors are covered by the District’s Directors and Officers insurance policy.
- c) Board member self-disclosure of actual, potential or perceived conflicts of interest: None.
- d) Approval of the Agenda: Director Zeigler motioned to approve the agenda with no changes. Director Cox seconded; the Board unanimously approved the agenda.

2) PUBLIC COMMENT

None

3) PRESENTATIONS

Presentation of the Outpatient Clinic presented by Clinic Director Tamra Lavengood, MSN, BSN, RN.

- Clinic Director Tamra Lavengood discussed PSMC’s improved more patient-centered primary care with the transition to team-based delivery of care. The goal of team-based care is improved care, greater efficiency and effectiveness and improved satisfaction for patients and providers.
- Director Parada asked for a copy of the Presentation. It was decided that going forward the Clerk

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to the Board would provide copies of any Power Point presentations to all Board Members.

4) REPORTS

a) Oral Reports

i) Chair Report

Vice Chair Alfred welcomed the new and returning Board Members.

- Director Parada asked how they came to be on the Board. It was explained that when there are not more candidates than open seats, by statute, the election is uncontested and cancelled; the candidates are seated by acclamation.

ii) CEO Report

CEO Webb welcomed the new and returning Board members and advised of the following update:

- Reported that PSMC leadership and managers participated in Table Top Training which is the first step of Active Shooter Training for PSMC. Webb explained that it is real world scenario training and is very eye-opening. PSMC already has many strengths toward preparing for this type of scenario as well as opportunities for more preparation. First Responders will be involved at the next Table Top Training. There will also be an actual active shooter drill conducted later in the year. It will be announced to the public.
- PSMC is having a good year so far financially in the fact that we are in the black so early in the year.
- There are no employees out at this time with Covid and very few patients are testing positive. We still monitor Covid even though the declared public health emergency has ended.
- We are in fundraising season. The PSMC Foundation Gala will be held on June 19th. We fundraise all year based on Board direction. We are raising funds for the renovation of the Medical Wellness Building. PSMC will be participating with The Archuleta County Fair hosting a Pink Night at the Rodeo, the first Friday night in August. PSMC anticipates holding an informational Open House for the public in the fall.
- Director Cox asked if PSMC has surge plans in place specifically for an Active Shooter scenario elsewhere besides actually in the hospital. CEO Webb explained that process is part of the planning. Director Rose commented the Uvalde hospital presentation at the CHA Conference was very powerful.

iii) Facilities Committee Report

COO Mundt commented that there are 17 projects that are being discussed for all the facilities. Vice Chair Alfred asked if there was anything new. COO Mundt responded that a new camera system for the medical center is being considered due to the Active Shooter Training as well as door/key inventory.

- Director Parada asked about the status of the building for broadband. Staff confirmed the building will be on LPEA property and not PSMC property.

iv) Finance Committee Report

CFO Keplinger and Treasurer/Secretary Zeigler presented and discussed financials for April 2023. Questions asked and answered.

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b) Written Reports

i) Medical Staff Report

- Director Cox asked about the cardiology privileges form. Chief of Staff, Dr. John Wisneski explained that the privileges allow PSMC nurses more flexibility when monitoring pacemakers.

5) **DECISION AGENDA**

a) Resolution 2023-14

- i) CAO Bruzzese explained the easement on the south side of PSMC property as described in the Resolution. Questions asked and answered.
- ii) Director Rose motioned to approve Resolution 2023-14 regarding consideration of PSMC grant of an easement from PSMC to St. Patrick’s Episcopal Church that borders PSMC on the south. Motion was seconded by Director Cox and affirmed by the Board.

6) **CONSENT AGENDA**

Director Cox motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 05/23/2023, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). Motion was seconded by Director Rose, and the Board approved said consent agenda items. (Director Douglas abstained from approval of the Minutes due to not being a member of the Board at the prior meeting.)

7) **OTHER BUSINESS**

The Board held election of officers for the following Board offices: Chair, Vice-Chair, and Treasurer/Secretary:

- a) Director Jason Cox motioned to nominate a panel of officers: Kate Alfred for Chair, Martin Rose for Vice-Chair, and Mark Zeigler for Treasurer/Secretary. Treasurer/Secretary Zeigler seconded the motion. There being no discussion, the nominations were voted on and carried unanimously.

8) **EXECUTIVE SESSION**

None

9) **ADJOURN**

There being no further business, Chair Alfred adjourned the regular meeting at 6:09 p.m. MDT.

Respectfully submitted by:

Laura DePiazza, serving as Clerk to the Board