



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

Tuesday, November 17, 2020, 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://zoom.us/j/96904926293>
or telephone (346) 248-7799 or (669) 900-6833

Zoom Meeting ID: **969 0492 6293**

AGENDA

1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD

- a) Confirmation of quorum
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest
- c) Approval of the Agenda (and changes, if any)

2) PUBLIC COMMENT (This is an opportunity for the public to make comment and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Heather Thomas, prior to the start of the meeting. All public comments shall be limited to matters under the jurisdiction of the Board and shall be expressly limited to three (3) minutes per person. The Board is not required to respond to or discuss public comments. No action will be taken at this meeting on public comments.)

3) PRESENTATION

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
- vi) Strategic Planning Committee
- vii) Finance Committee & [Report](#)
 - (a) [September Financials](#)
 - (b) [October Financials](#)

Dir. Mees, Dir. Daniels, and COO K.Douglas
Dir. Schulte, Dir. Cox and CEO R.Webb
Dir. Campbell, Dir. Ziegler and CFO C.Keplinger

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

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

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

5) DECISION AGENDA

a) Consideration of Resolutions for the [2021 budget](#):

- i) [Resolution 2020-22](#) – resolution regarding approval of fundraising goal
- ii) [Resolution 2020-23](#) – resolution regarding hazard pay
- iii) Resolutions regarding the 2021 budget
 - (a) [Resolution 2020-24](#) – resolution regarding approval of the 2021 budget
 - (b) [Resolution 2020-25](#) – resolution to set mill levies; and
 - (c) [Resolution 2020-26](#) – resolution regarding appropriation of funds.

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 11/17/2020
- b) Approval of Minutes for the following meeting(s):
 - i) [Special meeting of: 10/13/2020](#)
- 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 November 12, 2020**

This report provides a summary of the discussions of the Board's Finance Committee that met on November 12, 2020.

1. **September and October financial reports:**

The Committee had no questions about the September financials except there was discussion about the reversing out all CARES Act stimulus funding (shown on line 28.5 of the Income Statement as a deduction of \$1,692,630 of HHS Stimulus funding). The stimulus funding has been deducted because the federal government changed its rules for the use of the funding as follows:

- **Lost Revenue:**
 - Prior to September, PSMC brought in \$1.6M of CARES Act as income based upon the initial CARES Act guidance that allowed PSMC to apply CARES Act funds to revenues under budget at the Medicare rate.
 - With the most recently changed rules from the federal government, PSMC will be able to use CARES Act funds to make up any loss of 2020 year-end actual net revenue compared to 2019 audited actual year-end net revenue of \$1,188,618.
- **HVAC construction:**
 - Initial guidance allowed PSMC to cover PSMC's portion of HVAC project expense.
 - With the most recently changed rules from the federal government, PSMC be able to use CARES Act funds for HVAC depreciation expense from now until June 2021.
- **Equipment**
 - Initial guidance allowed the purchase of approximately \$100,000 in equipment that has now been disallowed under changed HHS guidance.
 - With the most recently changed rules from the federal government, PSMC will be able to pay for certain equipment lease expenses with CARES Act funds.
- **Changes expected by January**
 - CARES Act stimulus funding will be applied to allowable expenses and to net revenue short falls compared to year-end 2019
 - PSMC expects final approval of PPP forgiveness by mid-January of 2021.

The Finance Committee discussed the volume information but had no other questions of about October financials. The Committee commented that the A/R team is doing a nice job; further, all things considered with the pandemic, the HVAC renovation (that closed the OR for a few weeks), and the reversal of stimulus funding, we are doing okay.

2. **2021 Budget:** The Committee discussed any refinements to the Budget and had no issues.
3. **Draft Service Line Analysis for RHC:** The Finance Committee had an initial review of the Service Line Analysis of the RHC and there will be further work on this.

4. **Hazard Pay**: The Finance Committee discussed the proposed Hazard Pay to staff, which is allowed to be paid with CARES Act stimulus funds. The Finance Committee stated that staff has handled significant unanticipated work and risk in 2020 and the hazard pay is well-deserved. The Committee agreed that paying all employees the same amount, prorated for the number of months worked at PSMC during the pandemic, is equitable (the senior leaders will forego hazard pay).
5. **Recommendations of Finance Committee**: The Finance Committee recommends the Board: (1) accept the financial reports for September and October, (2) approve the proposed 2021 budget; and (3) approve the Hazard Pay to staff as proposed.

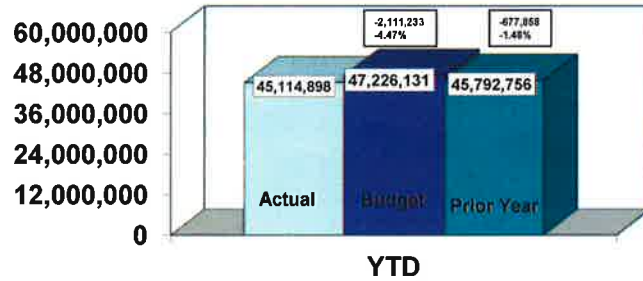
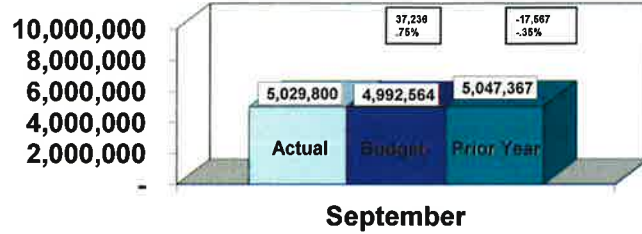


FINANCIAL PRESENTATION YTD SEPTEMBER 2020

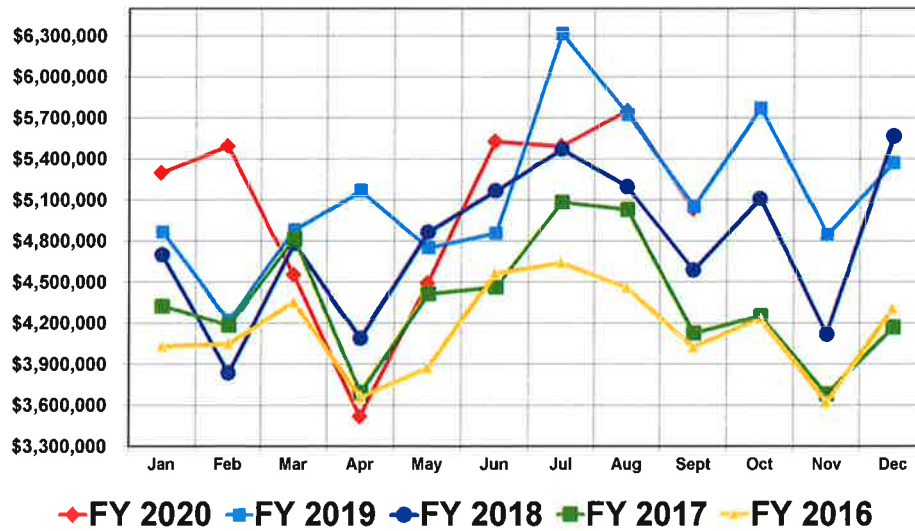
Summary of Financials

| | August | |
|------------------------------|--------------|--|
| Gross Revenue | \$ 5,746,596 | |
| Net Revenue | \$ 3,476,773 | |
| Expenses | \$ 3,110,959 | |
| Grants, 340B and Tax Revenue | \$ 324,293 | |
| Grants and 340B and Stimulus | \$ 257,880 | |
| Tax Revenue | \$ 66,413 | |
| Net Income | \$ 690,107 | |

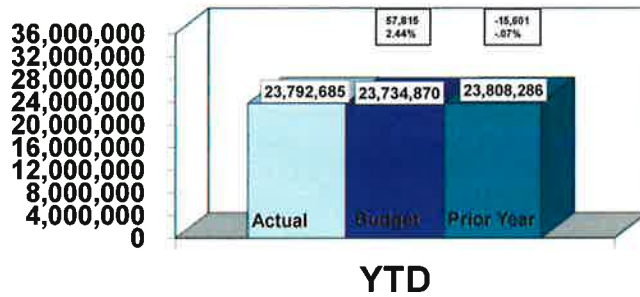
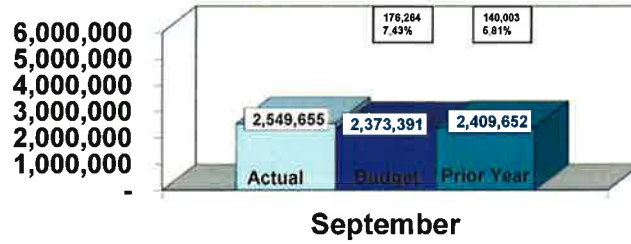
GROSS REVENUE



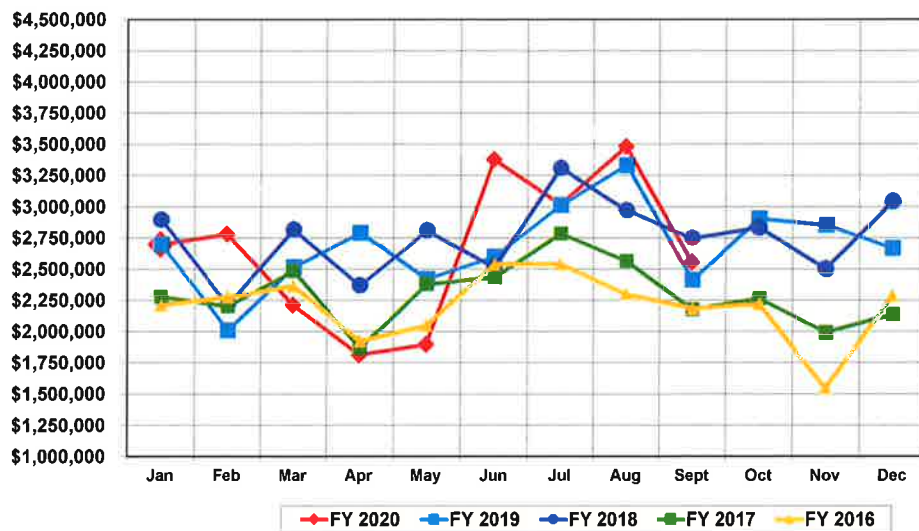
GROSS REVENUE

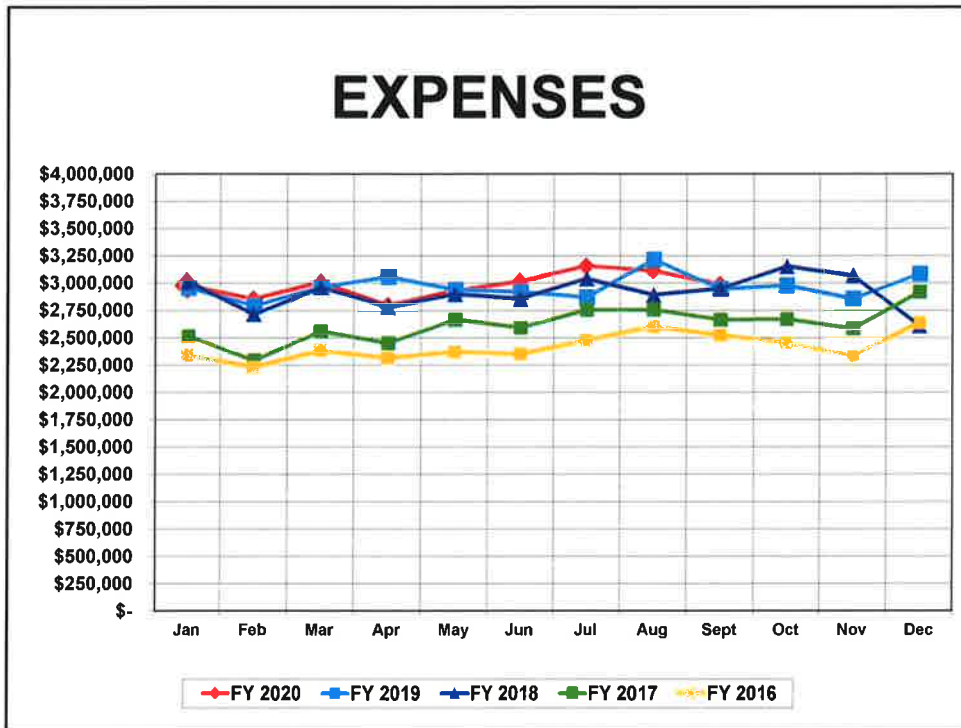
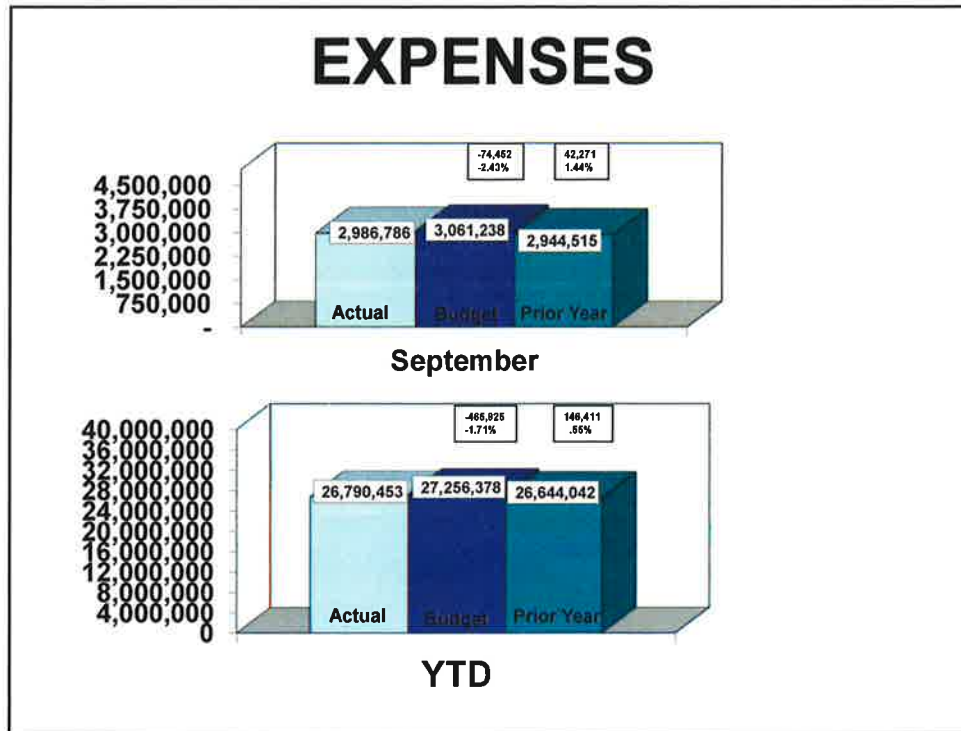


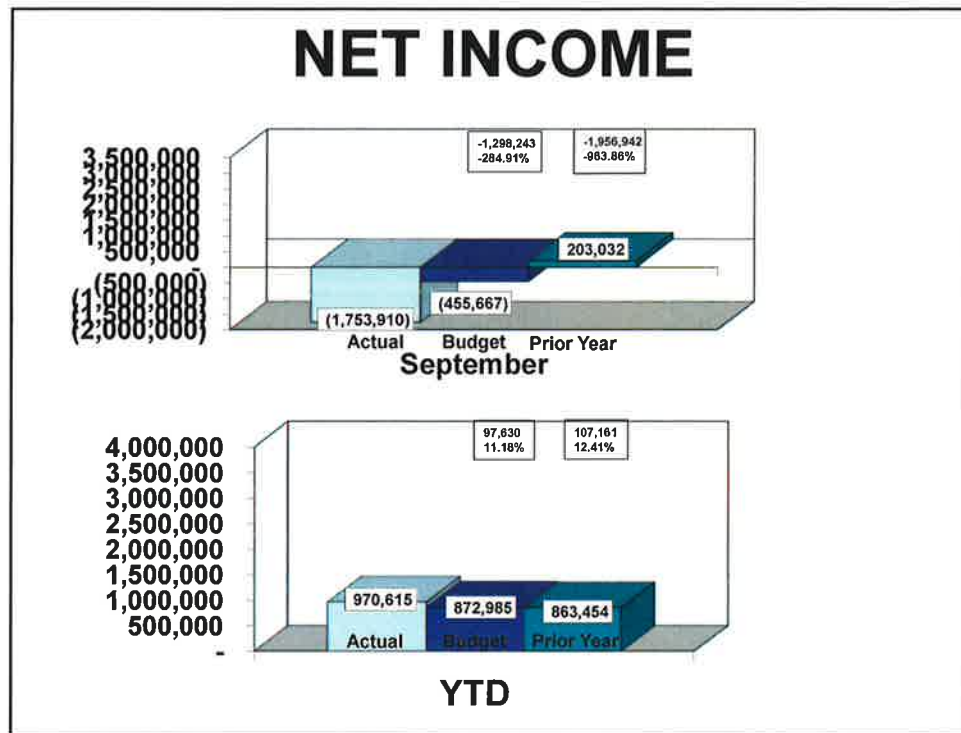
NET PATIENT REVENUE



NET PATIENT REVENUE



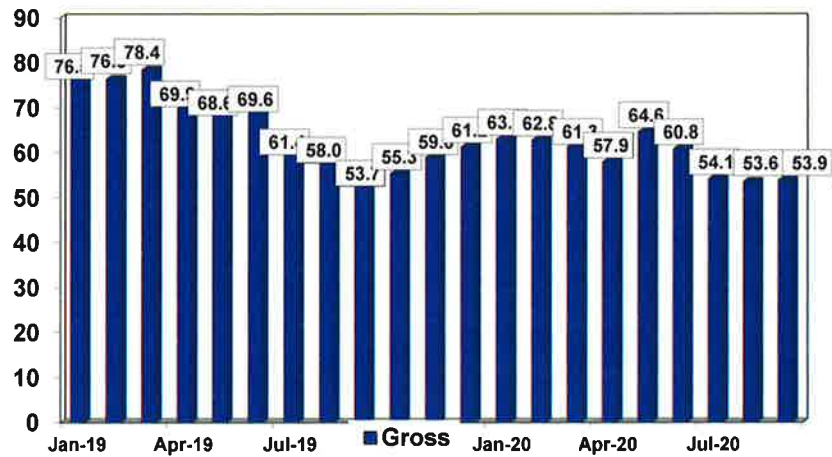




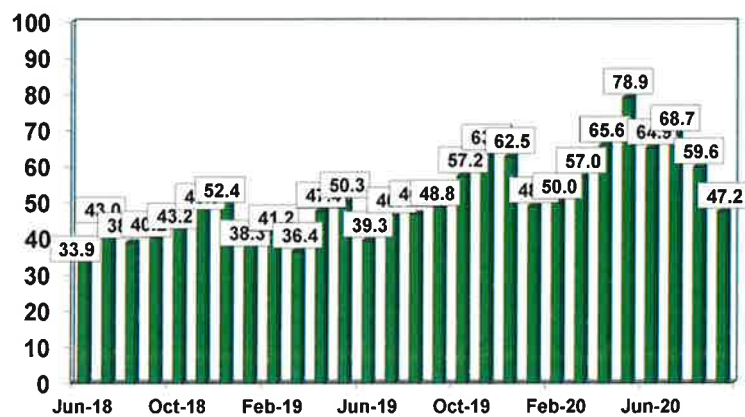
Summary of Financials

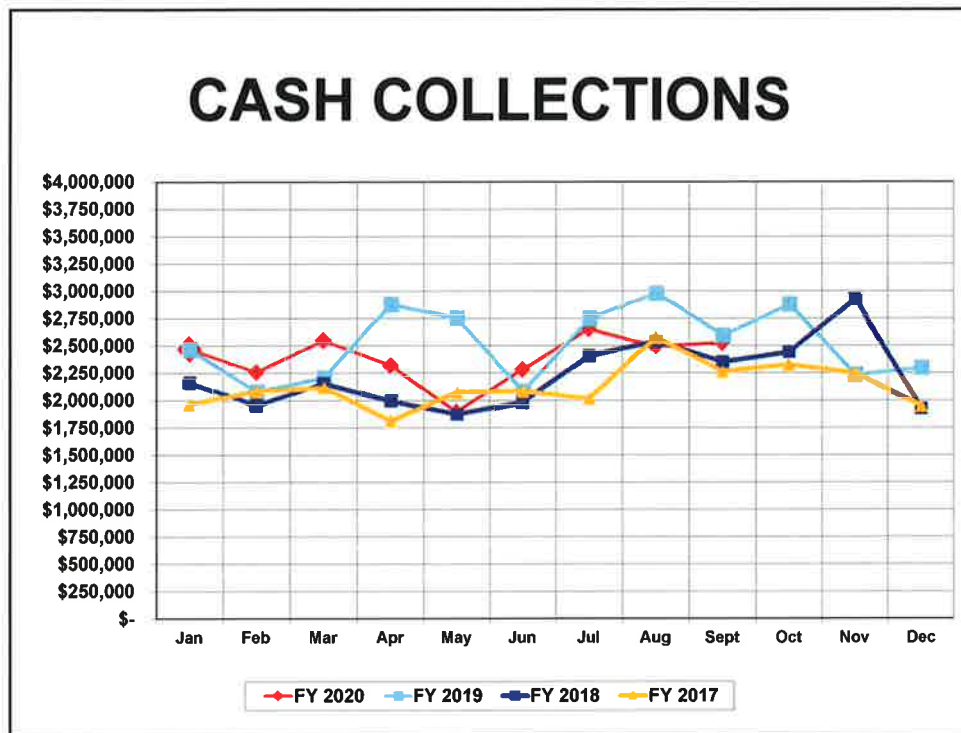
| | September |
|------------------------------|---------------|
| Gross Revenue | \$ 5,029,800 |
| Net Revenue | \$ 2,549,855 |
| Expenses | \$ 2,986,786 |
| Grants, 340B and Tax Revenue | \$ -1,316,779 |
| Grants and 340B and Stimulus | \$ -1,350,415 |
| Tax Revenue | \$ 33,636 |
| Net Income | \$ -1,753,910 |

GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND





Income Statement - - - September 30, 2020

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| | | Current Month | | | | Year-to-Date | | | |
|----------------|--|-----------------------|---------------------|-----------------------|-------------|-------------------|-------------------|--------------------|------------|
| | | 2020 | Budget | Difference | Variance | 2020 | Budget | Difference | Variance |
| Revenue | | | | | | | | | |
| 7 | Total In-patient Revenue | 228,527 | 366,898 | (138,371) | -38% | 3,378,165 | 4,256,529 | (878,364) | -21% |
| 17 | Total Out-patient Revenue | 4,445,161 | 4,179,083 | 266,078 | 6% | 38,349,785 | 37,287,421 | 1,062,364 | 3% |
| 18 | Professional Fees | 356,112 | 446,584 | (90,472) | -20% | 3,386,949 | 5,682,181 | (2,295,232) | -40% |
| 20 | Total Patient Revenue | 5,029,800 | 4,992,565 | 37,235 | 1% | 45,114,899 | 47,226,131 | (2,111,232) | -4% |
| 21 | Revenue Deductions & Bad Debt | | | | | | | | |
| 22 | Contractual Allowances | 2,146,706 | 2,081,630 | 65,076 | 3% | 21,907,596 | 22,424,478 | (516,882) | -2% |
| 23 | Charity | 9,434 | 84,452 | (75,018) | -89% | 19,720 | 764,265 | (744,545) | -97% |
| 24 | Bad Debt | 404,353 | 753,568 | (349,215) | -46% | 1,284,977 | 2,423,737 | (1,138,760) | -47% |
| 25 | Provider Fee & Other | (80,348) | (300,476) | 220,128 | -73% | (1,890,079) | (2,121,219) | 231,140 | -11% |
| 26 | Total Revenue Deductions & Bad Debt | 2,480,145 | 2,619,174 | (139,029) | -5% | 21,322,214 | 23,491,261 | (2,169,047) | -9% |
| 27 | Total Net Patient Revenue | 2,549,655 | 2,373,391 | 176,264 | 7% | 23,792,685 | 23,734,870 | 57,815 | 0% |
| 28 | Grants | 202,278 | - | 202,278 | | 699,042 | 1,036,000 | (336,958) | -33% |
| 28.5 | HSS Stimulus Other Revenue | (1,692,630) | - | (1,692,630) | | - | - | - | |
| 29 | Other Operating Income - Misc | 157,558 | 205,396 | (47,838) | -23% | 1,679,049 | 2,063,768 | (384,719) | -19% |
| 30 | Total Net Revenues | 1,216,861 | 2,578,787 | (1,361,926) | -53% | 26,170,776 | 26,834,638 | (663,862) | -2% |
| 31 | Operating Expenses | | | | | | | | |
| 32 | Salary & Wages | 1,561,745 | 1,616,346 | (54,601) | -3% | 14,067,913 | 14,345,946 | (278,033) | -2% |
| 33 | Benefits | 328,452 | 308,540 | 19,912 | 6% | 2,484,784 | 2,962,284 | (477,500) | -16% |
| 35 | Professional Fees/Contract Labor | 11,620 | 27,094 | (15,474) | -57% | 240,287 | 240,982 | (695) | 0% |
| 36 | Purchased Services | 143,304 | 178,047 | (34,743) | -20% | 1,351,772 | 1,616,440 | (264,668) | -16% |
| 37 | Supplies | 416,762 | 383,445 | 33,317 | 9% | 4,092,679 | 3,512,313 | 580,366 | 17% |
| 38 | Rent & Leases | 34,888 | 39,869 | (4,981) | -12% | 330,063 | 345,796 | (15,733) | -5% |
| 39 | Repairs & Maintenance | 39,882 | 49,341 | (9,459) | -19% | 411,082 | 428,823 | (17,741) | -4% |
| 40 | Utilities | 31,332 | 41,632 | (10,300) | -25% | 281,071 | 422,205 | (141,134) | -33% |
| 41 | Insurance | 45,040 | 27,147 | 17,893 | 66% | 245,603 | 230,852 | 14,751 | 6% |
| 42 | Depreciation & Amortization | 147,436 | 166,272 | (18,836) | -11% | 1,329,152 | 1,350,025 | (20,873) | -2% |
| 43 | Interest | 88,289 | 94,412 | (6,123) | -6% | 803,586 | 743,782 | 59,804 | 8% |
| 44 | Other | 138,036 | 129,093 | 8,943 | 7% | 1,152,461 | 1,056,930 | 95,531 | 9% |
| 45 | Total Operating Expenses | 2,986,786 | 3,061,238 | (74,452) | -2% | 26,790,453 | 27,256,378 | (465,925) | -2% |
| 46 | Operating Revenue Less Expenses | (1,769,925) | (482,451) | (1,287,474) | 267% | (619,677) | (421,740) | (197,937) | 47% |
| 47 | Non-Operating Income | | | | | | | | |
| 48 | Tax Revenue | 33,636 | 26,784 | 6,852 | 26% | 1,273,765 | 1,144,725 | 129,040 | 11% |
| 49 | Donations | (17,621) | - | (17,621) | | 316,527 | 150,000 | 166,527 | 111% |
| 50 | Total Non-Operating Income | 16,015 | 26,784 | (10,769) | -40% | 1,590,292 | 1,294,725 | 295,567 | 23% |
| 51 | Total Revenue Less Total Expenses | \$ (1,753,910) | \$ (455,667) | \$ (1,298,243) | 285% | \$ 970,615 | \$ 872,985 | \$ 97,630 | 11% |

Income Statement Comparison - - - September 30, 2020

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| | 2020 | Current Month 2019 | Difference | Variance | 2020 | Year-to-Date 2019 | Difference | Variance |
|---|-----------------------|-----------------------|-----------------------|--------------|-------------------|----------------------|------------------|-------------|
| Revenue | | | | | | | | |
| 7 Total In-patient Revenue | 228,527 | 366,317 | (137,790) | -38% | 3,378,165 | 4,067,624 | (689,459) | -17% |
| 17 Total Out-patient Revenue | 4,445,161 | 4,250,034 | 195,127 | 5% | 38,349,785 | 36,681,395 | 1,668,390 | 5% |
| 18 Professional Fees | 356,112 | 431,016 | (74,904) | -17% | 3,386,949 | 5,043,737 | (1,656,788) | -33% |
| 20 Total Patient Revenue | 5,029,800 | 5,047,367 | (17,567) | 0% | 45,114,899 | 45,792,756 | (677,857) | -1% |
| 21 Revenue Deductions & Bad Debt | | | | | | | | |
| 22 Contractual Allowances | 2,146,706 | 1,437,541 | 709,165 | 49% | 21,907,596 | 20,580,247 | 1,327,349 | 6% |
| 23 Charity | 9,434 | 35,508 | (26,074) | -73% | 19,720 | 698,761 | (679,041) | -97% |
| 24 Bad Debt | 404,353 | 1,411,823 | (1,007,470) | -71% | 1,284,977 | 3,044,947 | (1,759,970) | -58% |
| 25 Provider Fee & Other | (80,348) | (247,157) | 166,809 | -67% | (1,890,079) | (2,339,485) | 449,406 | -19% |
| 26 Total Revenue Deductions & Bad Debt | 2,480,145 | 2,637,715 | (157,570) | -6% | 21,322,214 | 21,984,470 | (662,256) | -3% |
| 27 Total Net Patient Revenue | 2,549,655 | 2,409,652 | 140,003 | 6% | 23,792,685 | 23,808,286 | (15,601) | 0% |
| 28 Grants | 202,278 | - | 202,278 | | 699,042 | 82,380 | 616,662 | 749% |
| 28.5 HSS Stimulus Other Revenue | (1,692,630) | - | (1,692,630) | | - | 0 | - | |
| 29 Other Operating Income - Misc | 157,558 | 198,034 | (40,476) | -20% | 1,679,049 | 1,931,645 | (252,596) | -13% |
| 30 Total Net Revenues | 1,216,861 | 2,607,686 | (1,390,825) | -53% | 26,170,776 | 25,822,311 | 348,465 | 1% |
| Operating Expenses | | | | | | | | |
| 32 Salary & Wages | 1,561,745 | 1,498,687 | 63,058 | 4% | 14,067,913 | 13,954,552 | 113,361 | 1% |
| 33 Benefits | 328,452 | 317,608 | 10,844 | 3% | 2,484,784 | 2,498,944 | (14,160) | -1% |
| 35 Professional Fees/Contract Labor | 11,620 | 32,335 | (20,715) | -64% | 240,287 | 378,466 | (138,179) | -37% |
| 36 Purchased Services | 143,304 | 176,963 | (33,659) | -19% | 1,351,772 | 1,475,554 | (123,782) | -8% |
| 37 Supplies | 416,762 | 389,813 | 26,949 | 7% | 4,092,679 | 3,519,288 | 573,391 | 16% |
| 38 Rent & Leases | 34,888 | 50,016 | (15,128) | -30% | 330,063 | 405,365 | (75,302) | -19% |
| 39 Repairs & Maintenance | 39,882 | 45,620 | (5,738) | -13% | 411,082 | 408,710 | 2,372 | 1% |
| 40 Utilities | 31,332 | 28,191 | 3,141 | 11% | 281,071 | 363,403 | (82,332) | -23% |
| 41 Insurance | 45,040 | 28,743 | 16,297 | 57% | 245,603 | 242,592 | 3,011 | 1% |
| 42 Depreciation & Amortization | 147,436 | 151,845 | (4,409) | -3% | 1,329,152 | 1,408,416 | (79,264) | -6% |
| 43 Interest | 88,289 | 112,656 | (24,367) | -22% | 803,586 | 838,050 | (34,464) | -4% |
| 44 Other | 138,036 | 112,038 | 25,998 | 23% | 1,152,461 | 1,150,702 | 1,759 | 0% |
| 45 Total Operating Expenses | 2,986,786 | 2,944,515 | 42,271 | 1% | 26,790,453 | 26,644,042 | 146,411 | 1% |
| 46 Operating Revenue Less Expenses | (1,769,925) | (336,829) | (1,433,096) | 425% | (619,677) | (821,731) | 202,054 | -25% |
| Non-Operating Income | | | | | | | | |
| 48 Tax Revenue | 33,636 | 24,050 | 9,586 | 40% | 1,273,765 | 1,169,374 | 104,391 | 9% |
| 49 Donations | (17,621) | 515,811 | (533,432) | -103% | 316,527 | 515,811 | (199,284) | -39% |
| 50 Total Non-Operating Income | 16,015 | 539,861 | (523,846) | -97% | 1,590,292 | 1,685,185 | (94,893) | -6% |
| 51 Total Revenue Less Total Expenses | \$ (1,753,910) | \$ 203,032 | \$ (1,956,942) | -964% | \$ 970,615 | \$ 863,454 | 107,161 | 12% |

Pagosa Springs Medical Center

Balance Sheet - - September 30, 2020

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| | Current Month | Prior Month | | Current Month | Prior Month |
|--------------------------------|----------------------|----------------------|---|----------------------|----------------------|
| Assets | | | Liabilities | | |
| Current Assets | | | Current Liabilities | | |
| Cash | | | | | |
| Operating | \$ 2,692,103 | \$ 4,373,599 | Accts Payable - System | \$ 907,463 | \$ 620,696 |
| Debt Svc. Res. 2016 Bonds | 878,731 | 878,731 | Accrued Expenses | 1,553,520 | 1,105,844 |
| Bond Funds - 2016 Bonds | 36 | 36 | Cost Report Settlement Res | (365,697) | 1,134,303 |
| Bond Funds - 2006 | 1,695,129 | 1,675,375 | Wages & Benefits Payable | 1,442,120 | 1,516,007 |
| Capital Escrow | - | - | Deferred Revenue | 1,833 | 1,833 |
| COVID PPP | 3,740,044 | 3,740,044 | COVID PPP Short Term Loan | 3,740,044 | 3,740,044 |
| Relief Fund Cash Restricted | 5,092,815 | 3,400,185 | Relief Fund Liability | 5,092,815 | 3,400,185 |
| Medicare Accelerated Pmt | 4,224,952 | 4,224,952 | Medicare Accelerated Pmt Liab | 4,224,952 | 4,224,952 |
| Total Cash | 18,323,810 | 18,292,922 | Current Portion of LT Debt-2006 | 320,000 | 320,000 |
| | | | Current Portion of LT Debt-2016 | 320,000 | 320,000 |
| Accounts Receivable | | | Total Current Liabilities | 17,237,050 | 16,383,864 |
| Patient Revenue - Net | 5,203,983 | 6,438,094 | | | |
| Other Receivables | 648,436 | 629,307 | | | |
| Total Accounts Receivable | 5,852,419 | 7,067,401 | Long-Term Liabilities | | |
| | | | Leases Payable | 97,486 | 103,012 |
| Inventory | 1,579,789 | 1,578,162 | Equipment Lease (Wells Fargo) | 175,606 | 184,130 |
| | | | Bond Premium (Net) - 2006 | 222,433 | 223,545 |
| Total Current Assets | 25,756,018 | 26,938,485 | Bond Premium (Net) - 2016 | 130,419 | 130,844 |
| | | | Bonds Payable - 2006 | 8,385,000 | 8,385,000 |
| Fixed Assets | | | Bonds Payable - 2016 | 9,600,000 | 9,600,000 |
| Property Plant & Equip (Net) | 6,979,876 | 7,123,659 | Total Long-Term Liabilities | 18,610,944 | 18,626,531 |
| Electronic Health Record (Net) | - | - | | | |
| Clinic Expansion | 13,377,405 | 13,377,405 | Net Assets | | |
| Work In Progress | 1,208,199 | 818,346 | Un-Restricted | 10,934,548 | 10,934,548 |
| Land | 101,000 | 101,000 | Current Year Net Income/Loss | 970,615 | 2,724,525 |
| Total Fixed Assets | 21,666,480 | 21,420,410 | Total Un-Restricted | 11,905,163 | 13,659,073 |
| | | | | | |
| Other Assets | | | | | |
| Prepays & Other Assets | 330,659 | 310,573 | Restricted | | |
| Total Other Assets | 330,659 | 310,573 | Total Net Assets | 11,905,163 | 13,659,073 |
| | | | | | |
| Total Assets | \$ 47,753,157 | \$ 48,669,468 | Total Liabilities & Net Assets | \$ 47,753,157 | \$ 48,669,468 |

Monthly Trends

| Activity | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 31 | 30 | 31 | 30 | 31 | 31 | 29 | 31 | 30 | 31 | 30 | 31 | 31 | 30 |
| 2 In-Patient Admissions | 31 | 25 | 22 | 38 | 18 | 38 | 28 | 31 | 17 | 17 | 21 | 15 | 20 | 21 |
| 3 In-Patient Days | 85 | 75 | 47 | 91 | 48 | 93 | 71 | 67 | 48 | 39 | 58 | 42 | 49 | 51 |
| 4 Avg Stay Days (In-patients) | 2.7 | 3.0 | 2.1 | 2.4 | 2.7 | 2.4 | 2.5 | 2.2 | 2.8 | 2.3 | 2.8 | 2.8 | 2.5 | 2.4 |
| 5 Swing Bed Admissions | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Swing Bed Days | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Avg Length of Stay (Swing) | 2.0 | 0.0 | 1.0 | 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 | 2.8 | 2.5 | 1.6 | 3.0 | 1.5 | 2.9 | 2.4 | 2.2 | 1.6 | 1.3 | 1.9 | 1.4 | 1.6 | 1.7 |
| Statistics | | | | | | | | | | | | | | |
| 9 E/R visits | 616 | 552 | 492 | 444 | 622 | 590 | 576 | 484 | 307 | 447 | 495 | 571 | 572 | 559 |
| 10 Observ Hours | 47 | 40 | 35 | 24 | 41 | 962 | 885 | 721 | 477 | 438 | 713 | 713 | 464 | 400 |
| 11 Lab Tests | 1,762 | 1,637 | 1,679 | 1,433 | 1,566 | 5,250 | 5,111 | 4,447 | 3,197 | 4,479 | 5,761 | 5,687 | 5,455 | 5,286 |
| 12 Radiology/CT/MRI Exams | 1,021 | 902 | 1,029 | 780 | 862 | 1,425 | 1,371 | 1,223 | 632 | 711 | 1,234 | 1,335 | 1,277 | 1,218 |
| 14 OR Cases | 104 | 54 | 85 | 59 | 82 | 82 | 86 | 65 | 51 | 82 | 104 | 77 | 85 | 65 |
| 15 Clinic Visits | 2,087 | 1,940 | 2,087 | 1,778 | 1,838 | 2,100 | 1,987 | 1,488 | 1,126 | 1,340 | 1,671 | 1,725 | 1,638 | 1,620 |
| 16 Spec. Clinic Visits | 213 | 158 | 136 | 183 | 175 | 242 | 149 | 176 | 188 | 152 | 186 | 218 | 178 | 198 |
| 17 Oncology Clinic Visits | 71 | 116 | 81 | 69 | 65 | 117 | 96 | 156 | 55 | 94 | 130 | 112 | 143 | 140 |
| 18 Oncology/Infusion Patients | 68 | 37 | 81 | 59 | 71 | 98 | 111 | 117 | 152 | 178 | 179 | 116 | 132 | 170 |
| 19 Infusion Patients | 67 | 104 | 71 | 50 | 60 | 64 | 67 | 131 | 88 | 53 | 56 | 37 | 37 | 39 |
| 20 EMS Transports | 105 | 96 | 100 | 94 | 86 | 114 | 136 | 116 | 73 | 105 | 100 | 128 | 122 | 124 |
| 21 Total Stats | 6,161 | 5,636 | 5,876 | 4,973 | 5,468 | 11,044 | 10,506 | 9,013 | 6,346 | 8,079 | 10,629 | 10,719 | 10,103 | 9,819 |

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

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| 2020 | September | | | September | | | | September 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 | 21 | 27 | (6) | 208 | | 303 | (95) | 208 | | 297 | (89) | -30% |
| Swing Bed | - | 1 | (1) | - | | 9 | (9) | - | | 2 | (2) | -100% |
| Total | 21 | 28 | (7) | 208 | | 312 | (104) | 208 | | 299 | (91) | -30% |
| Patient Days: | | | | | | | | | | | | |
| Acute | 51 | 75 | (24) | 511 | | 863 | (352) | 511 | | 848 | (337) | -40% |
| Swing Bed | - | 3 | (3) | - | | 27 | (27) | - | | 6 | (6) | -100% |
| Total | 51 | 78 | (27) | 511 | | 890 | (379) | 511 | | 854 | (343) | -40% |
| Average Daily Census: | | | | | | | | | | | | |
| # Of Days | 30 | 30 | | 274 | | 274 | | 274 | | 273 | | |
| Acute | 1.7 | 2.5 | (0.8) | 1.9 | | 3.1 | (1.3) | 1.9 | | 3.1 | (1.2) | -40% |
| Swing Bed | - | 0.1 | (0.1) | - | | 0.1 | (0.1) | - | | - | - | #DIV/0! |
| Total | 1.7 | 2.6 | (0.9) | 1.9 | | 3.2 | (1.4) | 1.9 | | 3.1 | (1.2) | -40% |
| Length of Stay: | | | | | | | | | | | | |
| Acute | 2.4 | 2.8 | (0.3) | 2.5 | | 2.8 | (0.4) | 2.5 | | 2.9 | (0.4) | -15% |
| Swing Bed | - | - | - | - | | - | - | - | | 3.0 | (3.0) | 0% |
| Total | 2.4 | 2.8 | (0.4) | 2.5 | | 2.9 | (0.4) | 2.5 | | 2.9 | (0.4) | -15% |
| Out-Patient | | | | | | | | | | | | |
| Out-Patient Visits | | | | | | | | | | | | |
| E/R Visits | 559 | 539 | 20 | 4,601 | | 4,808 | (207) | 4,601 | | 4,931 | (330) | -7% |
| Observ admissions | 29 | 54 | (25) | 298 | | 600 | (302) | 298 | | 308 | (10) | -3% |
| Lab Tests | 5,286 | 1,595 | 3,691 | 44,673 | | 14,617 | 30,056 | 44,673 | | 14,670 | 30,003 | 205% |
| Radiology/CT/MRI Exams | 1,218 | 1,019 | 199 | 10,426 | | 9,193 | 1,233 | 10,426 | | 8,311 | 2,115 | 25% |
| OR Cases | 65 | 71 | (6) | 697 | | 750 | (53) | 697 | | 707 | (10) | -1% |
| Clinic Visits | 1,620 | 2,009 | (389) | 14,695 | | 17,934 | (3,239) | 14,695 | | 17,786 | (3,091) | -17% |
| Spec. Clinic Visits | 198 | 214 | (16) | 1,687 | | 1,911 | (224) | 1,687 | | 1,864 | (177) | -9% |
| Oncology Clinic Visits | 140 | 70 | 70 | 1,043 | | 645 | 398 | 1,043 | | 682 | 361 | 53% |
| Oncology/Infusion Patients | 170 | 62 | 108 | 1,253 | | 572 | 681 | 1,253 | | 539 | 714 | 132% |
| Infusion Patients | 39 | 67 | (28) | 572 | | 613 | (41) | 572 | | 711 | (139) | -20% |
| EMS Transports | 124 | 89 | 35 | 1,018 | | 794 | 224 | 1,018 | | 803 | 215 | 27% |
| Total | 9,448 | 5,789 | 3,659 | 80,963 | | 52,437 | 28,526 | 80,963 | | 51,312 | 29,651 | 58% |

Pagosa Springs Medical Center

ORAL REPORTS 4.a.vii.(a)

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of September 30, 2020

Page 6

| | 0-30 Days | 31-60 Days | 61-90 Days | 91-120 Days | 121-150 Days | 151-180 Days | 181+ Days | Total | Percent of Total | Accts sent to Collections |
|----------------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|------------------|---------------------------|
| 2 Medicare | \$ 1,920,947 | \$ 427,353 | \$ 185,324 | \$ 28,156 | \$ 20,349 | \$ 20,015 | \$ 83,586 | \$ 2,685,729 | 28% | |
| 3 Medicaid | 637,381 | 134,263 | 80,807 | 55,319 | 36,939 | 12,035 | 217,695 | 1,174,439 | 12% | |
| 4 Third Party | 1,236,943 | 650,894 | 345,421 | 137,458 | 45,580 | 55,152 | 481,207 | 2,952,655 | 31% | |
| 5 Self-Pay | 278,692 | 316,234 | 305,234 | 247,979 | 222,104 | 117,384 | 1,228,931 | 2,716,558 | 29% | |
| Current Month Total | \$ 4,073,962 | \$ 1,528,744 | \$ 916,786 | \$ 468,911 | \$ 324,972 | \$ 204,586 | \$ 2,011,419 | \$ 9,529,381 | 100% | 0 |
| Pct of Total | 43% | 16% | 10% | 5% | 3% | 2% | 21% | 100% | | |
| Aug-20 | \$ 4,580,691 | \$ 1,479,490 | \$ 696,558 | \$ 385,697 | \$ 263,988 | \$ 343,485 | \$ 1,968,118 | \$ 9,718,024 | | 0 |
| Pct of Total | 47% | 15% | 7% | 4% | 3% | 4% | 20% | 100% | | |
| Jul-20 | \$ 4,091,546 | \$ 1,347,610 | \$ 584,795 | \$ 419,659 | \$ 379,105 | \$ 545,723 | \$ 1,749,020 | \$ 9,117,458 | | 0 |
| Pct of Total | 45% | 15% | 6% | 5% | 4% | 6% | 19% | 100% | | |
| Jun-20 | \$ 4,450,225 | \$ 991,357 | \$ 492,319 | \$ 470,912 | \$ 586,430 | \$ 386,858 | \$ 1,658,314 | \$ 9,036,415 | | 0 |
| Pct of Total | 49% | 11% | 5% | 5% | 6% | 4% | 18% | 100% | | |
| May-20 | \$ 3,589,609 | \$ 826,139 | \$ 617,697 | \$ 746,962 | \$ 522,098 | \$ 443,199 | \$ 2,065,360 | \$ 8,811,064 | | 0 |
| Pct of Total | 41% | 9% | 7% | 8% | 6% | 5% | 23% | 100% | | |
| Apr-20 | \$ 2,681,917 | \$ 1,013,374 | \$ 1,015,473 | \$ 595,245 | \$ 587,885 | \$ 346,437 | \$ 2,642,011 | \$ 8,882,342 | | 0 |
| Pct of Total | 30% | 11% | 11% | 7% | 7% | 4% | 30% | 100% | | |
| Mar-20 | \$ 3,612,859 | \$ 1,586,402 | \$ 855,343 | \$ 748,561 | \$ 448,372 | \$ 368,712 | \$ 2,691,802 | \$ 10,312,051 | | 0 |
| Pct of Total | 35% | 15% | 8% | 7% | 4% | 4% | 26% | 100% | | |
| Feb-20 | \$ 4,881,391 | \$ 1,386,440 | \$ 901,832 | \$ 571,967 | \$ 516,414 | \$ 460,405 | \$ 2,555,288 | \$ 11,273,737 | | 0 |
| Pct of Total | 43% | 12% | 8% | 5% | 5% | 4% | 23% | 100% | | |
| Jan-20 | \$ 4,542,726 | \$ 1,392,786 | \$ 710,103 | \$ 568,045 | \$ 531,469 | \$ 448,834 | \$ 2,322,276 | \$ 10,516,239 | | 0 |
| Pct of Total | 43% | 13% | 7% | 5% | 5% | 4% | 22% | 100% | | |
| Dec-19 | \$ 4,481,747 | \$ 1,312,708 | \$ 908,066 | \$ 625,876 | \$ 627,407 | \$ 607,716 | \$ 2,044,961 | \$ 10,608,481 | | 0 |
| Pct of Total | 42% | 12% | 9% | 6% | 6% | 6% | 19% | 100% | | |
| Nov-19 | \$ 4,408,737 | \$ 1,436,158 | \$ 627,989 | \$ 723,524 | \$ 684,765 | \$ 336,215 | \$ 1,930,790 | \$ 10,148,178 | | 0 |
| Pct of Total | 43% | 14% | 6% | 7% | 7% | 3% | 19% | 100% | | |
| Oct-19 | \$ 4,568,920 | \$ 1,130,990 | \$ 870,361 | \$ 794,889 | \$ 437,887 | \$ 381,541 | \$ 1,754,112 | \$ 9,938,700 | | 0 |
| Pct of Total | 46% | 11% | 9% | 8% | 4% | 4% | 18% | 100% | | |
| Sep-19 | \$ 4,305,953 | \$ 1,369,222 | \$ 1,074,183 | \$ 534,873 | \$ 502,450 | \$ 239,643 | \$ 1,946,854 | \$ 9,973,178 | | 193,237 |
| Pct of Total | 43% | 14% | 11% | 5% | 5% | 2% | 20% | 100% | | |
| Aug-19 | \$ 4,489,953 | \$ 1,643,643 | \$ 763,753 | \$ 692,390 | \$ 407,669 | \$ 450,136 | \$ 2,188,090 | \$ 10,635,634 | | 572,029 |
| Pct of Total | 42% | 15% | 7% | 7% | 4% | 4% | 21% | 100% | | |
| Jul-19 | \$ 5,080,360 | \$ 1,280,941 | \$ 915,491 | \$ 549,247 | \$ 607,257 | \$ 419,655 | \$ 2,387,501 | \$ 11,240,452 | | 1,106,517 |
| Pct of Total | 45% | 11% | 8% | 5% | 5% | 4% | 21% | 100% | | |
| Jun-19 | \$ 4,199,727 | \$ 1,555,291 | \$ 715,848 | \$ 712,192 | \$ 504,973 | \$ 621,808 | \$ 3,338,661 | \$ 11,648,500 | | 0 |
| Pct of Total | 36% | 13% | 6% | 6% | 4% | 5% | 29% | 100% | | |
| May-19 | \$ 3,938,706 | \$ 1,192,758 | \$ 857,202 | \$ 558,303 | \$ 705,693 | \$ 728,901 | \$ 3,078,535 | \$ 11,060,098 | | 0 |
| Pct of Total | 36% | 11% | 8% | 5% | 6% | 7% | 28% | 100% | | |
| Apr-19 | \$ 4,446,750 | \$ 1,328,789 | \$ 769,877 | \$ 796,122 | \$ 801,322 | \$ 354,704 | \$ 3,166,854 | \$ 11,664,418 | | 8,002 |
| Pct of Total | 38% | 11% | 7% | 7% | 7% | 3% | 27% | 100% | | |
| Mar-19 | \$ 4,313,656 | \$ 1,360,981 | \$ 995,434 | \$ 985,732 | \$ 562,545 | \$ 619,342 | \$ 3,353,760 | \$ 12,191,450 | | 122,172 |
| Pct of Total | 35% | 11% | 8% | 8% | 5% | 5% | 28% | 100% | | |
| Feb-19 | \$ 3,846,150 | \$ 1,550,896 | \$ 1,137,950 | \$ 652,196 | \$ 726,272 | \$ 667,524 | \$ 3,164,610 | \$ 11,745,598 | | 355,801 |
| Pct of Total | 33% | 13% | 10% | 6% | 6% | 6% | 27% | 100% | | |
| Jan-19 | \$ 4,374,575 | \$ 1,664,567 | \$ 771,356 | \$ 866,764 | \$ 765,154 | \$ 559,863 | \$ 3,411,981 | \$ 12,414,260 | | 310,436 |
| Pct of Total | 35% | 13% | 6% | 7% | 6% | 5% | 27% | 100% | | |
| Dec-18 | \$ 4,810,234 | \$ 1,205,387 | \$ 956,941 | \$ 872,250 | \$ 675,156 | \$ 652,620 | \$ 3,339,239 | \$ 12,511,827 | | 310,436 |
| Pct of Total | 38% | 10% | 8% | 7% | 5% | 5% | 27% | 100% | | |

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of September 30, 2020

Page 6

| | | 0-30 Days | 31-60 Days | 61-90 Days | 91-120 Days | 121-150 Days | 151-180 Days | 181+ Days | Total | Percent of Total | Accts sent to Collections |
|--------------|-----------------------------|-----------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|------------------|---------------------------|
| Nov-18 | \$ | 3,575,135 | \$ 1,298,788 | \$ 913,800 | \$ 740,723 | \$ 766,567 | \$ 666,776 | \$ 2,695,762 | \$ 10,657,551 | | 112,443 |
| Pct of Total | | 34% | 12% | 9% | 7% | 7% | 6% | 25% | 100% | | |
| Oct-18 | \$ | 4,188,615 | \$ 1,292,841 | \$ 891,836 | \$ 836,368 | \$ 811,636 | \$ 594,372 | \$ 2,923,499 | \$ 11,539,167 | | 217,192 |
| Pct of Total | | 36% | 11% | 8% | 7% | 7% | 5% | 25% | 100% | | |
| Sep-18 | \$ | 3,879,192 | \$ 1,290,689 | \$ 1,088,210 | \$ 1,042,678 | \$ 794,963 | \$ 582,678 | \$ 2,960,063 | \$ 11,638,473 | | 302,125 |
| Pct of Total | | 33% | 11% | 9% | 9% | 7% | 5% | 26% | 100% | | |
| Aug-18 | \$ | 4,290,838 | \$ 1,576,042 | \$ 1,231,421 | \$ 977,015 | \$ 676,478 | \$ 606,305 | \$ 2,737,973 | \$ 12,096,072 | | 48,619 |
| Pct of Total | | 35% | 13% | 10% | 8% | 6% | 5% | 23% | 100% | | |
| Jul-18 | \$ | 4,783,854 | \$ 1,759,771 | \$ 1,145,364 | \$ 727,948 | \$ 726,411 | \$ 537,560 | \$ 2,635,767 | \$ 12,316,675 | | 24,966 |
| Pct of Total | | 39% | 14% | 9% | 6% | 6% | 4% | 21% | 100% | | |
| Jun-18 | \$ | 4,334,347 | \$ 1,685,871 | \$ 885,716 | \$ 689,267 | \$ 639,055 | \$ 576,480 | \$ 2,411,492 | \$ 11,222,228 | | 195,130 |
| Pct of Total | | 39% | 15% | 8% | 6% | 6% | 5% | 21% | 100% | | |
| May-18 | \$ | 4,159,005 | \$ 1,795,159 | \$ 1,208,334 | \$ 721,961 | \$ 670,041 | \$ 495,647 | \$ 2,003,816 | \$ 11,053,963 | | 47,472 |
| Pct of Total | | 38% | 16% | 11% | 7% | 6% | 4% | 18% | 100% | | |
| Apr-18 | \$ | 3,697,643 | \$ 1,605,576 | \$ 863,079 | \$ 713,382 | \$ 586,190 | \$ 391,762 | \$ 1,698,496 | \$ 9,556,128 | | 256,717 |
| Pct of Total | | 39% | 17% | 9% | 7% | 6% | 4% | 18% | 100% | | |
| Mar-18 | \$ | 3,922,575 | \$ 1,408,723 | \$ 1,095,293 | \$ 660,255 | \$ 439,343 | \$ 299,008 | \$ 1,759,366 | \$ 9,584,563 | | 139,778 |
| Pct of Total | | 41% | 15% | 11% | 7% | 5% | 3% | 18% | 100% | | |
| Feb-18 | \$ | 3,744,129 | \$ 1,569,800 | \$ 882,931 | \$ 495,048 | \$ 310,715 | \$ 273,375 | \$ 1,772,313 | \$ 9,048,312 | | 40,116 |
| Pct of Total | | 41% | 17% | 10% | 5% | 3% | 3% | 20% | 100% | | |
| Jan-18 | \$ | 3,910,094 | \$ 1,418,969 | \$ 658,794 | \$ 398,631 | \$ 399,145 | \$ 263,261 | \$ 1,774,826 | \$ 8,823,719 | | 33,378 |
| Pct of Total | | 44% | 16% | 7% | 5% | 5% | 3% | 20% | 100% | | |
| Dec-17 | \$ | 3,530,341 | \$ 998,668 | \$ 567,335 | \$ 594,879 | \$ 431,479 | \$ 322,934 | \$ 1,657,210 | \$ 8,102,848 | | 825,723 |
| Pct of Total | | 44% | 12% | 7% | 7% | 5% | 4% | 20% | 100% | | |
| Nov-17 | \$ | 2,955,885 | \$ 1,037,274 | \$ 679,925 | \$ 592,310 | \$ 581,053 | \$ 435,072 | \$ 1,984,898 | \$ 8,266,421 | | 26,231 |
| Pct of Total | | 36% | 13% | 8% | 7% | 7% | 5% | 24% | 100% | | |
| Oct-17 | \$ | 3,659,774 | \$ 1,357,490 | \$ 752,198 | \$ 717,416 | \$ 562,600 | \$ 312,224 | \$ 1,893,353 | \$ 9,255,056 | | 218,112 |
| Pct of Total | | 40% | 15% | 8% | 8% | 6% | 3% | 20% | 100% | | |
| Sep-17 | \$ | 3,724,332 | \$ 1,319,138 | \$ 1,012,183 | \$ 671,452 | \$ 445,286 | \$ 377,867 | \$ 2,175,487 | \$ 9,725,747 | | 407,406 |
| Pct of Total | | 38% | 14% | 10% | 7% | 5% | 4% | 22% | 100% | | |
| Aug-17 | \$ | 4,131,866 | \$ 1,552,324 | \$ 893,339 | \$ 624,164 | \$ 490,221 | \$ 431,099 | \$ 2,449,394 | \$ 10,572,407 | | 341,071 |
| Pct of Total | | 39% | 15% | 8% | 6% | 5% | 4% | 23% | 100% | | |
| Jul-17 | \$ | 4,612,446 | \$ 1,520,180 | \$ 853,133 | \$ 632,738 | \$ 581,650 | \$ 552,521 | \$ 2,298,997 | \$ 11,051,665 | | 103,289 |
| Pct of Total | | 42% | 14% | 8% | 6% | 5% | 5% | 21% | 100% | | |
| Jun-17 | \$ | 3,963,167 | \$ 1,339,294 | \$ 815,790 | \$ 672,144 | \$ 657,236 | \$ 453,649 | \$ 2,101,821 | \$ 10,003,101 | | 129,723 |
| Pct of Total | | 40% | 13% | 8% | 7% | 7% | 5% | 21% | 100% | | |
| May-17 | \$ | 3,851,718 | \$ 1,136,727 | \$ 1,030,085 | \$ 770,865 | \$ 477,918 | \$ 354,848 | \$ 1,972,569 | \$ 9,594,730 | | 115,443 |
| Pct of Total | | 40% | 12% | 11% | 8% | 5% | 4% | 21% | 100% | | |
| 12 | Pct Settled (Current) | | 66.6% | 38.0% | 32.7% | 15.7% | 22.5% | -485.6% | | | |
| 13 | Pct Settled (Aug from July) | | 63.8% | 48.3% | 34.0% | 37.1% | 9.4% | -260.6% | | | |

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

| |
|---------------|
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|---------------|

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

| | 31 | 31 | 30 | 31 | 30 | 31 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| | Jul-20 | Aug-20 | Sep-20 | Oct-19 | Nov-19 | Dec-19 |
| 7 Net Accounts Receivable | \$ 5,484,741 | \$ 6,438,094 | \$ 5,203,983 | \$ 3,614,699 | \$ 4,367,929 | \$ 4,580,312 |
| 8 Net Patient Revenue | \$ 3,012,802 | \$ 3,476,773 | \$ 2,549,655 | \$ 2,899,113 | \$ 2,650,917 | \$ 2,663,152 |
| 9 Net Patient Rev/Day (2 month Avg) | \$ 104,823 | \$ 104,671 | \$ 97,200 | \$ 86,921 | \$ 90,942 | \$ 87,136 |
| 10 Net Days in A/R | 52 | 62 | 54 | 42 | 48 | 53 |

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

| | | | | |
|------------------------------------|------|-----|-----------|--------------|
| 12 Medicare | 33% | 21 | \$ 97,200 | \$ 673,599 |
| 13 Medicaid | 7% | 35 | \$ 97,200 | \$ 238,141 |
| 14 Blue Cross | 15% | 48 | \$ 97,200 | \$ 699,843 |
| 15 Commercial | 26% | 65 | \$ 97,200 | \$ 1,642,688 |
| 16 Self Pay | 19% | 150 | \$ 97,200 | \$ 2,770,213 |
| 17 Total: | 100% | | | \$ 6,024,484 |
| 18 | | | | \$ 97,200 |
| 19 Gross Days in A/R Target | | | | 62 |

Pagosa Springs Medical Center
Revenue by Financial Class
September 30, 2020

| Financial Class | Inpatient MTD | Outpatient MTD | Total MTD | % MTD |
|---------------------------|-------------------|---------------------|---------------------|----------------|
| Auto/Liability Insurance | - | 37,064.10 | 37,064.10 | 0.74% |
| Blue Cross | 23,242.50 | 536,330.05 | 559,572.55 | 11.13% |
| Champus | - | 38,691.30 | 38,691.30 | 0.77% |
| Commercial Insurance | (674.00) | 516,420.36 | 515,746.36 | 10.25% |
| Medicaid | 122,814.29 | 861,585.93 | 984,400.22 | 19.57% |
| Medicare | 59,000.40 | 1,977,852.32 | 2,036,852.72 | 40.50% |
| Medicare HMO | 31,633.60 | 324,475.70 | 356,109.30 | 7.08% |
| Self Pay | - | 225,669.10 | 225,669.10 | 4.49% |
| Self Pay - Client Billing | - | 8,107.00 | 8,107.00 | 0.16% |
| Veterans Administration | 13,783.10 | 191,678.98 | 205,462.08 | 4.08% |
| Workers Compensation | - | 62,124.90 | 62,124.90 | 1.24% |
| Total | 249,799.89 | 4,779,999.74 | 5,029,799.63 | 100.00% |

| Financial Class | Inpatient YTD | Outpatient YTD | Total YTD | % YTD | 12/31/19 % YTD | 12/31/18 % YTD | 12/31/17 % YTD | 12/31/16 % YTD |
|---------------------------|---------------------|----------------------|----------------------|----------------|-------------------|-------------------|-------------------|-------------------|
| Auto/Liability Insurance | 59,669.10 | 384,713.80 | 444,382.90 | 0.99% | 1.15% | 1.05% | 1.24% | 1.11% |
| Blue Cross | 302,118.10 | 5,021,641.65 | 5,323,759.75 | 11.80% | 15.40% | 15.42% | 15.90% | 15.83% |
| Champus | 19,458.80 | 343,557.50 | 363,016.30 | 0.80% | 0.31% | 0.08% | 0.07% | 0.19% |
| Commercial Insurance | 354,432.40 | 4,927,546.64 | 5,281,979.04 | 11.71% | 11.34% | 13.08% | 11.79% | 13.08% |
| Medicaid | 501,900.59 | 7,921,265.87 | 8,423,166.46 | 18.67% | 18.75% | 18.22% | 20.28% | 21.56% |
| Medicare | 1,683,982.61 | 15,981,697.84 | 17,665,680.45 | 39.16% | 36.99% | 36.75% | 35.27% | 35.90% |
| Medicare HMO | 331,989.92 | 3,132,885.41 | 3,464,875.33 | 7.68% | 7.20% | 4.47% | 3.55% | 2.76% |
| Self Pay | 96,067.30 | 1,537,315.66 | 1,633,382.96 | 3.62% | 4.40% | 5.40% | 6.96% | 5.26% |
| Self Pay - Client Billing | - | 64,166.70 | 64,166.70 | 0.14% | 0.18% | 0.18% | 0.19% | 0.17% |
| Veterans Administration | 394,371.90 | 1,595,971.34 | 1,990,343.24 | 4.41% | 2.74% | 4.13% | 3.58% | 2.74% |
| Workers Compensation | 59,932.40 | 400,212.50 | 460,144.90 | 1.02% | 1.52% | 1.22% | 1.17% | 1.37% |
| Total | 3,803,923.12 | 41,310,974.91 | 45,114,898.03 | 100.00% | 100.00% | 100.00% | 100.00% | 99.97% |
| Blank | | | | | | | | 0.00% |
| HMO (Health Maint Org) | | | | | | | | 0.03% |
| Total | | | | | 100.00% | 100.00% | 100.00% | 100.00% |

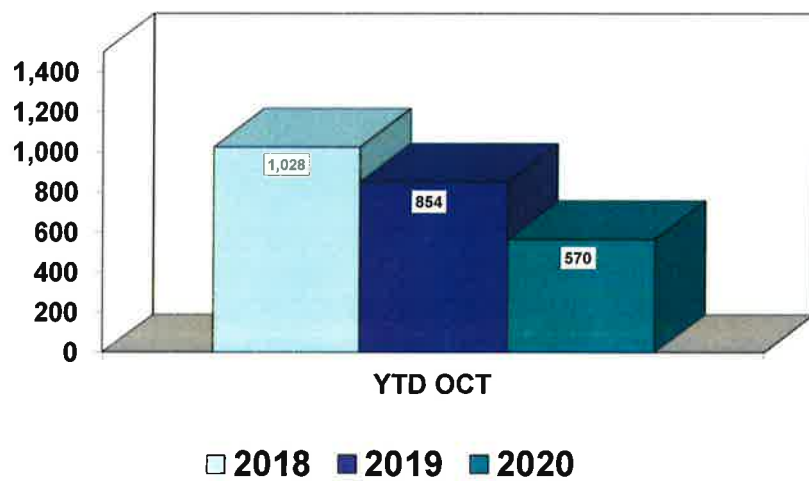
Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

| | September 2020 |
|---|-----------------------|
| Cash Flows from operating activities | |
| Change in net assets | (1,753,910) |
| Adjustments to reconcile net assets to net cash | |
| Depreciation and amortization | 147,436 |
| Patient accounts receivable | 1,234,111 |
| Accounts payable and wages payable | 212,880 |
| Accrued liabilities | 447,676 |
| Pre-paid assets | (20,086) |
| Deferred revenues | - |
| Other receivables | (19,129) |
| Reserve for third party settlement | (1,500,000) |
| Inventory | (1,627) |
| Net Cash Provided by (used in) operating activities | (1,252,649) |
| Cash Flows from investing activities | |
| Purchase of property and equipment | (5,190) |
| Work in progress | (389,853) |
| Proceeds from sale of equipment/(Loss) | - |
| Net Cash Provided by (used in) investing activities | (395,043) |
| Cash Flows from financing activities | |
| Principal payments on long-term debt | - |
| Proceeds from debt | - |
| Proceeds from PPP Short Term Loan | - |
| Proceeds from Relief Fund | 1,692,630 |
| Proceeds from PPP Short Term Loan | - |
| Change in Prior Year Net Assets | - |
| Change in leases payable | (14,050) |
| Net Cash Provided by (used in) financing activities | 1,678,580 |
| Net Increase(Decrease) in Cash | 30,888 |
| Cash Beginning of Month | 18,292,922 |
| Cash End of Month | 18,323,810 |

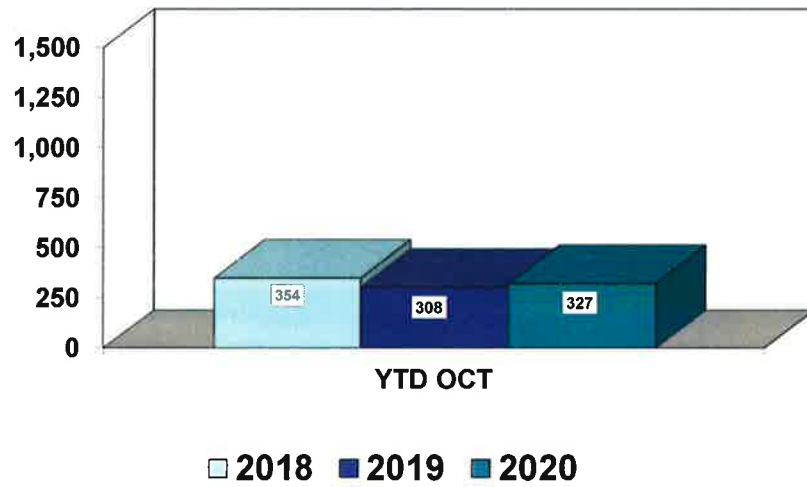


FINANCIAL PRESENTATION YTD OCTOBER 2020

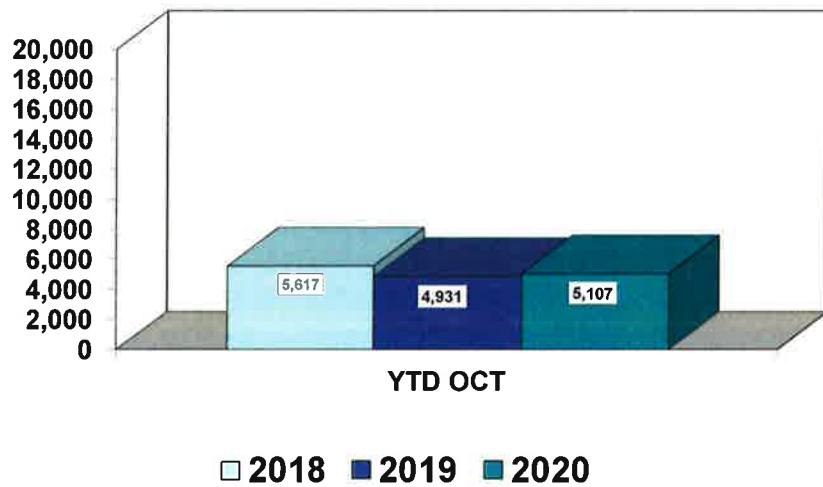
PATIENT DAYS



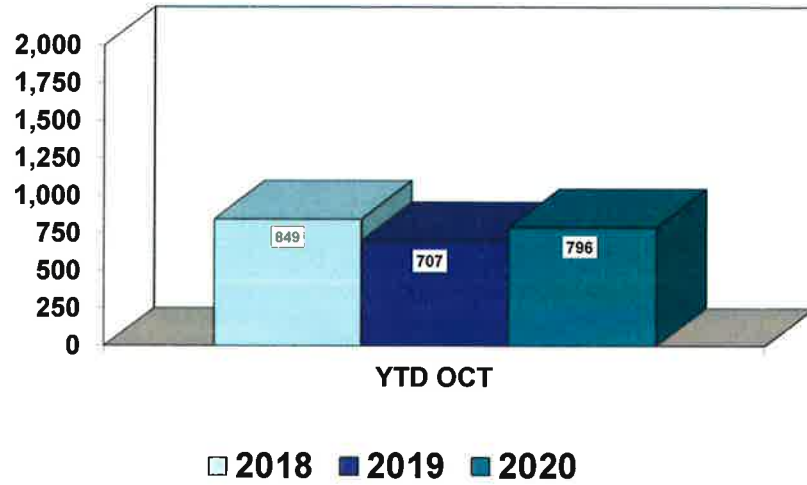
OBSERVATION PATIENTS



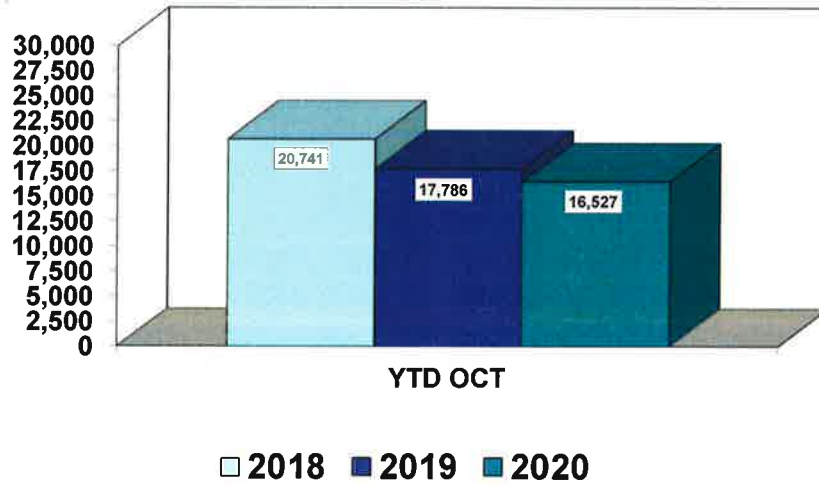
ER VISITS

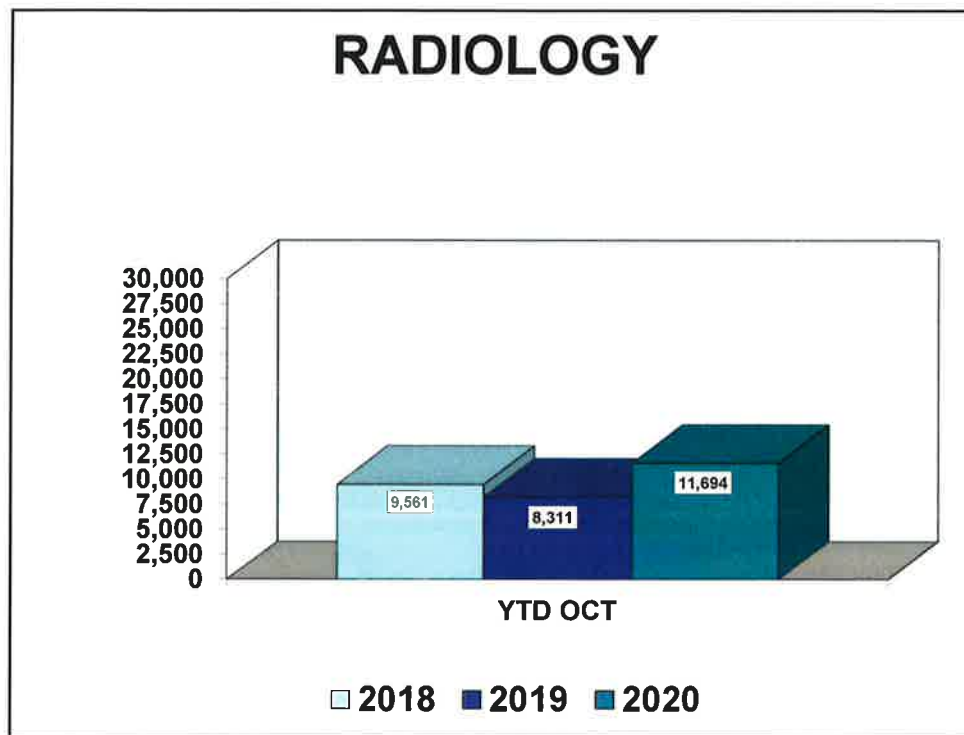


SURGERIES



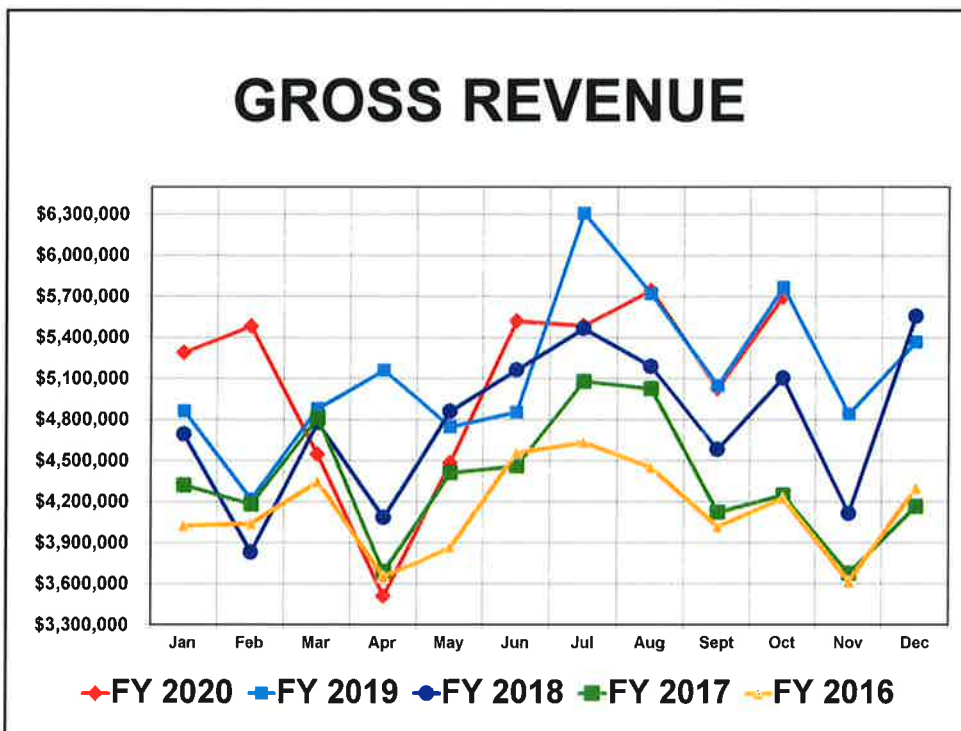
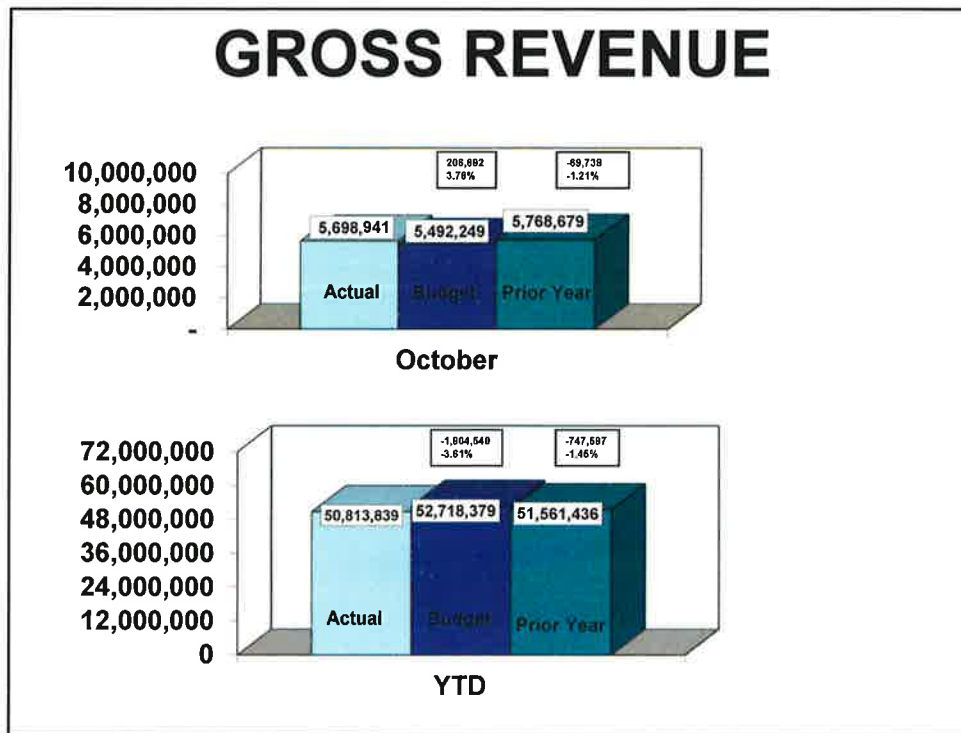
RURAL HEALTH CLINIC VISITS



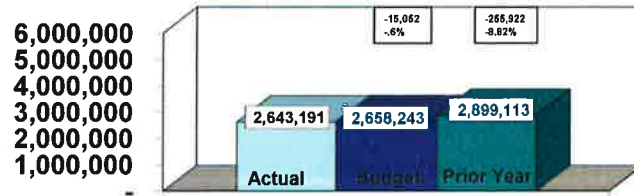


Summary of Financials

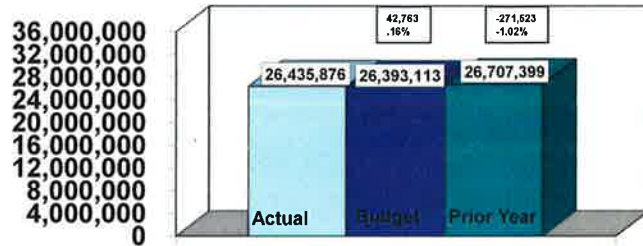
| | September |
|------------------------------|---------------|
| Gross Revenue | \$ 5,029,800 |
| Net Revenue | \$ 2,549,655 |
| Expenses | \$ 2,986,786 |
| Grants, 340B and Tax Revenue | \$ -1,316,779 |
| Grants and 340B and Stimulus | \$ -1,350,415 |
| Tax Revenue | \$ 33,636 |
| Net Income | \$ -1,753,910 |



NET PATIENT REVENUE

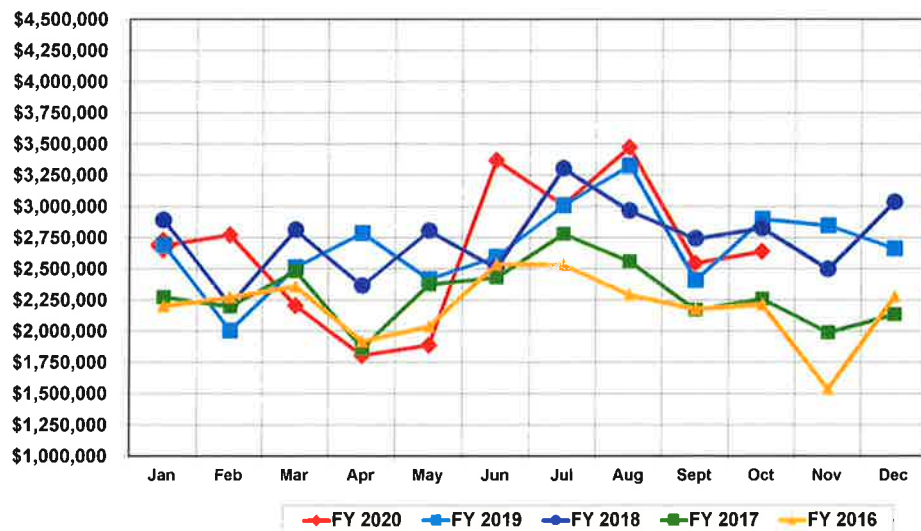


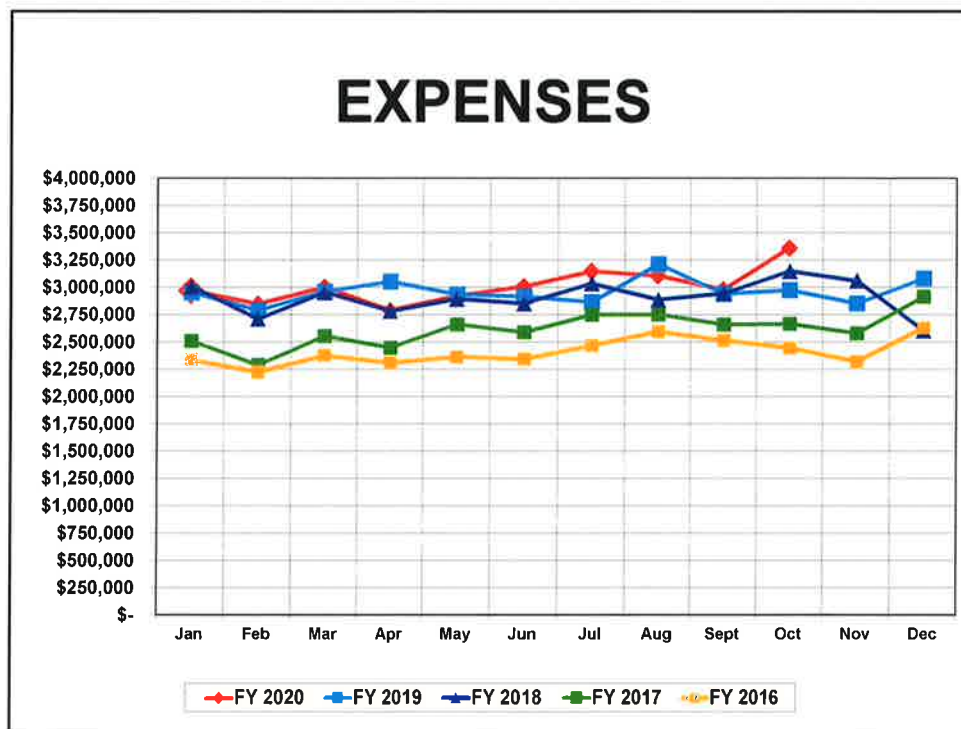
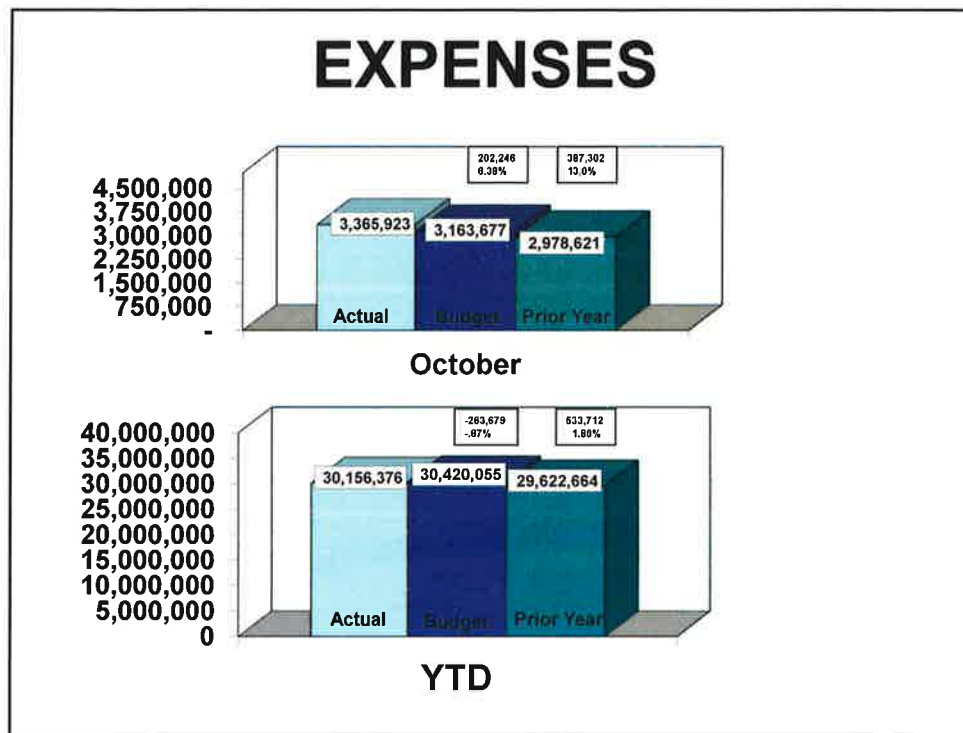
October



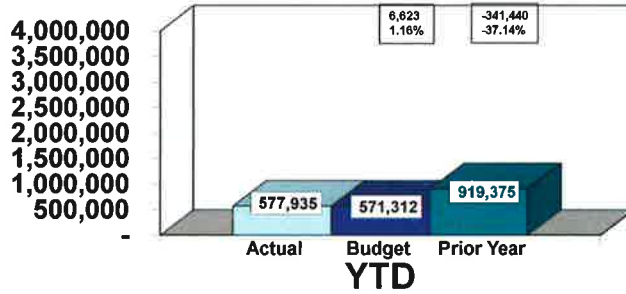
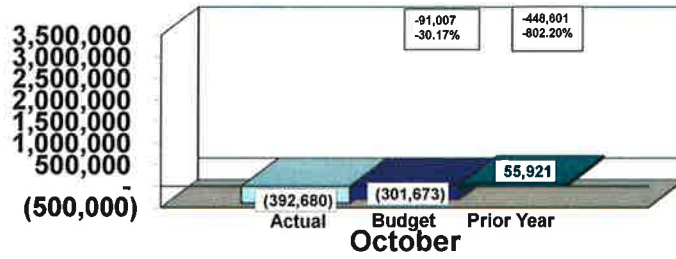
YTD

NET PATIENT REVENUE

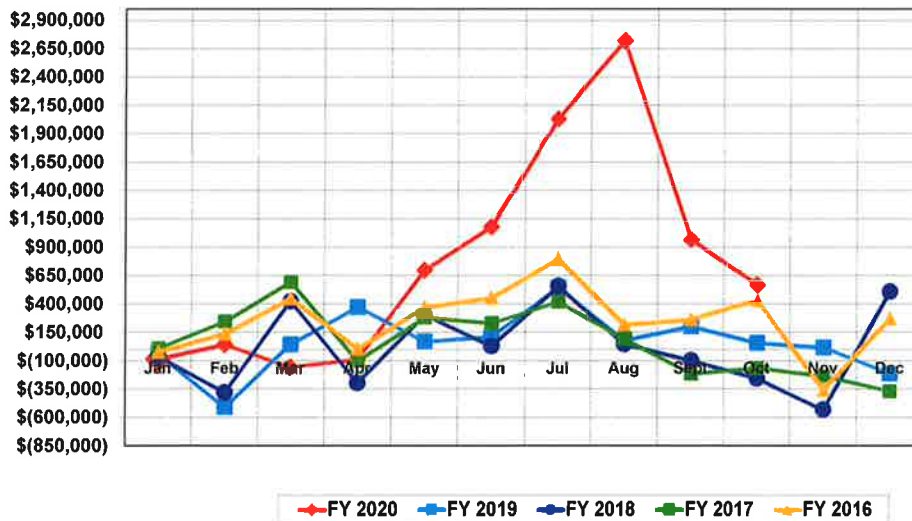




NET INCOME



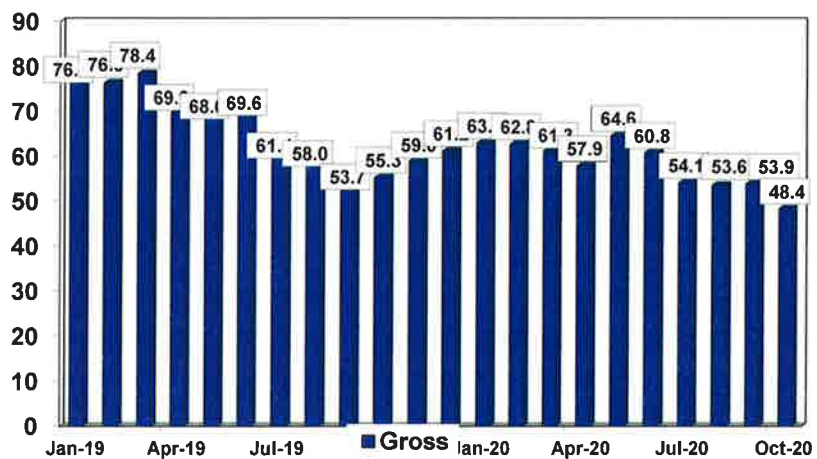
YTD NET INCOME



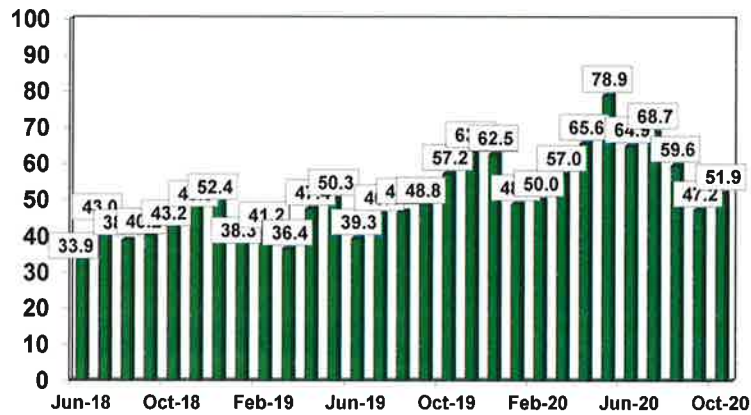
Summary of Financials

| | October |
|------------------------------|--------------|
| Gross Revenue | \$ 5,698,941 |
| Net Revenue | \$ 2,643,191 |
| Expenses | \$ 3,365,923 |
| Grants, 340B and Tax Revenue | \$ 330,052 |
| Grants and 340B and Stimulus | \$ 306,775 |
| Tax Revenue | \$ 23,277 |
| Net Income | \$ -392,680 |

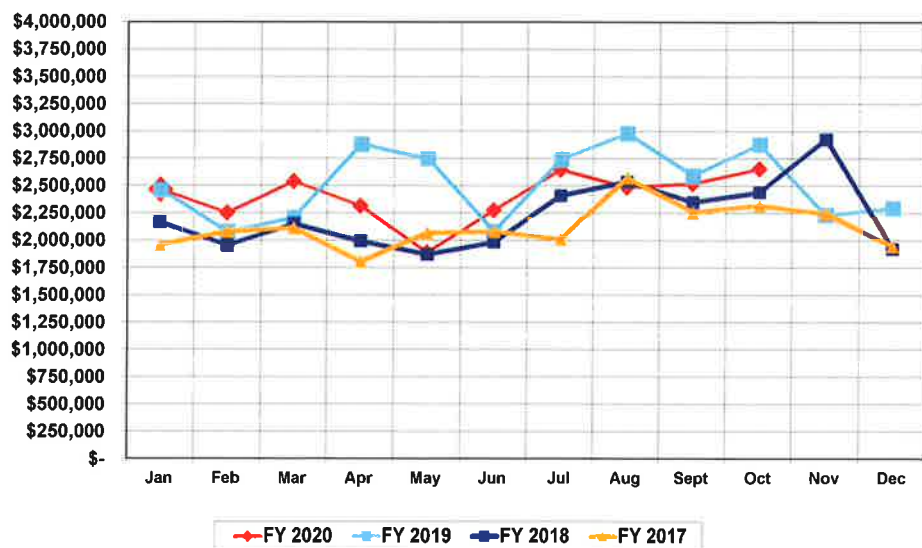
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Income Statement - - - October 31, 2020

Page 1

| | | Current Month | | | | Year-to-Date | | | |
|----------------|--|---------------------|---------------------|--------------------|------------|--------------------|-------------------|--------------------|------------|
| | | 2020 | Budget | Difference | Variance | 2020 | Budget | Difference | Variance |
| Revenue | | | | | | | | | |
| 7 | Total In-patient Revenue | 344,262 | 493,862 | (149,600) | -30% | 3,722,427 | 4,750,390 | (1,027,963) | -22% |
| 17 | Total Out-patient Revenue | 4,953,764 | 4,478,637 | 475,127 | 11% | 43,303,548 | 41,766,059 | 1,537,489 | 4% |
| 18 | Professional Fees | 400,915 | 519,749 | (118,834) | -23% | 3,787,864 | 6,201,930 | (2,414,066) | -39% |
| 20 | Total Patient Revenue | 5,698,941 | 5,492,248 | 206,693 | 4% | 50,813,839 | 52,718,379 | (1,904,540) | -4% |
| 21 | Revenue Deductions & Bad Debt | | | | | | | | |
| 22 | Contractual Allowances | 3,071,959 | 2,826,742 | 245,217 | 9% | 24,979,554 | 25,251,220 | (271,666) | -1% |
| 23 | Charity | 23,973 | 59,676 | (35,703) | -60% | 43,694 | 823,940 | (780,246) | -95% |
| 24 | Bad Debt | 169,786 | 212,771 | (42,985) | -20% | 1,454,763 | 2,636,508 | (1,181,745) | -45% |
| 25 | Provider Fee & Other | (209,968) | (265,184) | 55,216 | -21% | (2,100,048) | (2,386,402) | 286,354 | -12% |
| 26 | Total Revenue Deductions & Bad Debt | 3,055,750 | 2,834,005 | 221,745 | 8% | 24,377,963 | 26,325,266 | (1,947,303) | -7% |
| 27 | Total Net Patient Revenue | 2,643,191 | 2,658,243 | (15,052) | -1% | 26,435,876 | 26,393,113 | 42,763 | 0% |
| 28 | Grants | 139,901 | - | 139,901 | | 838,943 | 1,036,000 | (197,057) | -19% |
| 28.5 | HSS Stimulus Other Revenue | - | - | - | | - | - | - | |
| 29 | Other Operating Income - Misc | 166,874 | 190,146 | (23,272) | -12% | 1,845,922 | 2,253,914 | (407,992) | -18% |
| 30 | Total Net Revenues | 2,949,966 | 2,848,389 | 101,577 | 4% | 29,120,741 | 29,683,027 | (562,286) | -2% |
| 31 | Operating Expenses | | | | | | | | |
| 32 | Salary & Wages | 1,707,192 | 1,636,423 | 70,769 | 4% | 15,775,106 | 15,982,370 | (207,264) | -1% |
| 33 | Benefits | 332,448 | 316,907 | 15,541 | 5% | 2,817,231 | 3,279,191 | (461,960) | -14% |
| 35 | Professional Fees/Contract Labor | 50,001 | 33,963 | 16,038 | 47% | 290,288 | 274,945 | 15,343 | 6% |
| 36 | Purchased Services | 159,738 | 180,463 | (20,725) | -11% | 1,511,511 | 1,796,903 | (285,392) | -16% |
| 37 | Supplies | 626,326 | 460,227 | 166,099 | 36% | 4,719,004 | 3,972,540 | 746,464 | 19% |
| 38 | Rent & Leases | 35,828 | 37,413 | (1,585) | -4% | 365,891 | 383,209 | (17,318) | -5% |
| 39 | Repairs & Maintenance | 46,799 | 41,193 | 5,606 | 14% | 457,881 | 470,015 | (12,134) | -3% |
| 40 | Utilities | 26,545 | 41,040 | (14,495) | -35% | 307,616 | 463,245 | (155,629) | -34% |
| 41 | Insurance | 27,212 | 25,564 | 1,648 | 6% | 272,815 | 256,416 | 16,399 | 6% |
| 42 | Depreciation & Amortization | 148,477 | 166,312 | (17,835) | -11% | 1,477,629 | 1,516,337 | (38,708) | -3% |
| 43 | Interest | 87,562 | 86,870 | 692 | 1% | 891,148 | 830,652 | 60,496 | 7% |
| 44 | Other | 117,795 | 137,302 | (19,507) | -14% | 1,270,256 | 1,194,232 | 76,024 | 6% |
| 45 | Total Operating Expenses | 3,365,923 | 3,163,677 | 202,246 | 6% | 30,156,376 | 30,420,055 | (263,679) | -1% |
| 46 | Operating Revenue Less Expenses | (415,957) | (315,288) | (100,669) | 32% | (1,035,635) | (737,028) | (298,607) | 41% |
| 47 | Non-Operating Income | | | | | | | | |
| 48 | Tax Revenue | 23,277 | 13,615 | 9,662 | 71% | 1,297,043 | 1,158,340 | 138,703 | 12% |
| 49 | Donations | - | - | - | | 316,527 | 150,000 | 166,527 | 111% |
| 50 | Total Non-Operating Income | 23,277 | 13,615 | 9,662 | 71% | 1,613,570 | 1,308,340 | 305,230 | 23% |
| 51 | Total Revenue Less Total Expenses | \$ (392,680) | \$ (301,673) | \$ (91,007) | 30% | \$ 577,935 | \$ 571,312 | \$ 6,623 | 1% |

Income Statement Comparison - - October 31, 2020

Page 2

| | 2020 | Current Month 2019 | Difference | Variance | 2020 | Year-to-Date 2019 | Difference | Variance |
|---|---------------------|-----------------------|---------------------|---------------|--------------------|----------------------|------------------|-------------|
| Revenue | | | | | | | | |
| 7 Total In-patient Revenue | 344,262 | 399,778 | (55,516) | -14% | 3,722,427 | 4,467,401 | (744,974) | -17% |
| 17 Total Out-patient Revenue | 4,953,764 | 4,826,259 | 127,505 | 3% | 43,303,548 | 41,507,655 | 1,795,893 | 4% |
| 18 Professional Fees | 400,915 | 542,642 | (141,727) | -26% | 3,787,864 | 5,586,380 | (1,798,516) | -32% |
| 20 Total Patient Revenue | 5,698,941 | 5,768,679 | (69,738) | -1% | 50,813,839 | 51,561,436 | (747,597) | -1% |
| 21 Revenue Deductions & Bad Debt | | | | | | | | |
| 22 Contractual Allowances | 3,071,959 | 2,982,218 | 89,741 | 3% | 24,979,554 | 23,562,465 | 1,417,089 | 6% |
| 23 Charity | 23,973 | (11,826) | 35,799 | -303% | 43,694 | 686,935 | (643,241) | -94% |
| 24 Bad Debt | 169,786 | 146,385 | 23,401 | 16% | 1,454,763 | 3,191,333 | (1,736,570) | -54% |
| 25 Provider Fee & Other | (209,968) | (247,211) | 37,243 | -15% | (2,100,048) | (2,586,696) | 486,648 | -19% |
| 26 Total Revenue Deductions & Bad Debt | 3,055,750 | 2,869,566 | 186,184 | 6% | 24,377,963 | 24,854,037 | (476,074) | -2% |
| 27 Total Net Patient Revenue | 2,643,191 | 2,899,113 | (255,922) | -9% | 26,435,876 | 26,707,399 | (271,523) | -1% |
| 28 Grants | 139,901 | 3,691 | 136,210 | 3690% | 838,943 | 86,070 | 752,873 | 875% |
| 28.5 HSS Stimulus Other Revenue | - | - | - | - | - | 0 | - | - |
| 29 Other Operating Income - Misc | 166,874 | 112,599 | 54,275 | 48% | 1,845,922 | 2,044,246 | (198,324) | -10% |
| 30 Total Net Revenues | 2,949,966 | 3,015,403 | (65,437) | -2% | 29,120,741 | 28,837,715 | 283,026 | 1% |
| Operating Expenses | | | | | | | | |
| 32 Salary & Wages | 1,707,192 | 1,566,142 | 141,050 | 9% | 15,775,106 | 15,520,694 | 254,412 | 2% |
| 33 Benefits | 332,448 | 235,486 | 96,962 | 41% | 2,817,231 | 2,748,223 | 69,008 | 3% |
| 35 Professional Fees/Contract Labor | 50,001 | 17,215 | 32,786 | 190% | 290,288 | 212,744 | 77,544 | 36% |
| 36 Purchased Services | 159,738 | 170,242 | (10,504) | -6% | 1,511,511 | 1,828,734 | (317,223) | -17% |
| 37 Supplies | 626,326 | 481,081 | 145,245 | 30% | 4,719,004 | 4,004,296 | 714,708 | 18% |
| 38 Rent & Leases | 35,828 | 37,998 | (2,170) | -6% | 365,891 | 443,363 | (77,472) | -17% |
| 39 Repairs & Maintenance | 46,799 | 41,646 | 5,153 | 12% | 457,881 | 450,356 | 7,525 | 2% |
| 40 Utilities | 26,545 | 30,613 | (4,068) | -13% | 307,616 | 394,016 | (86,400) | -22% |
| 41 Insurance | 27,212 | 23,733 | 3,479 | 15% | 272,815 | 266,325 | 6,490 | 2% |
| 42 Depreciation & Amortization | 148,477 | 151,835 | (3,358) | -2% | 1,477,629 | 1,560,251 | (82,622) | -5% |
| 43 Interest | 87,562 | 87,701 | (139) | 0% | 891,148 | 925,751 | (34,603) | -4% |
| 44 Other | 117,795 | 134,929 | (17,134) | -13% | 1,270,256 | 1,267,911 | 2,345 | 0% |
| 45 Total Operating Expenses | 3,365,923 | 2,978,621 | 387,302 | 13% | 30,156,376 | 29,622,664 | 533,712 | 2% |
| 46 Operating Revenue Less Expenses | (415,957) | 36,782 | (452,739) | -1231% | (1,035,635) | (784,949) | (250,686) | 32% |
| Non-Operating Income | | | | | | | | |
| 48 Tax Revenue | 23,277 | 19,139 | 4,138 | 22% | 1,297,043 | 1,188,513 | 108,530 | 9% |
| 49 Donations | - | - | - | - | 316,527 | 515,811 | (199,284) | -39% |
| 50 Total Non-Operating Income | 23,277 | 19,139 | 4,138 | 22% | 1,613,570 | 1,704,324 | (90,754) | -5% |
| 51 Total Revenue Less Total Expenses | \$ (392,680) | \$ 55,921 | \$ (448,601) | -802% | \$ 577,935 | \$ 919,375 | (341,440) | -37% |

| |
|--------------------------------------|
| Pagosa Springs Medical Center |
|--------------------------------------|

| |
|---|
| Balance Sheet - - - October 31, 2020 |
|---|

| |
|---------------|
| Page 3 |
|---------------|

| | Current Month | Prior Month | | Current Month | Prior Month |
|--------------------------------|----------------------|----------------------|---|----------------------|----------------------|
| Assets | | | Liabilities | | |
| Current Assets | | | Current Liabilities | | |
| Cash | | | | | |
| Operating | \$ 3,170,479 | \$ 2,692,103 | Accts Payable - System | \$ 574,871 | \$ 907,463 |
| Debt Svc. Res. 2016 Bonds | 878,731 | 878,731 | Accrued Expenses | 1,121,337 | 1,553,520 |
| Bond Funds - 2016 Bonds | 36 | 36 | Cost Report Settlement Res | (972,707) | (365,697) |
| Bond Funds - 2006 | 1,706,467 | 1,695,129 | Wages & Benefits Payable | 1,821,530 | 1,442,120 |
| Capital Escrow | - | - | Deferred Revenue | 1,833 | 1,833 |
| COVID PPP | 3,740,044 | 3,740,044 | COVID PPP Short Term Loan | 3,740,044 | 3,740,044 |
| Relief Fund Cash Restricted | 5,092,815 | 5,092,815 | Relief Fund Liability | 5,092,815 | 5,092,815 |
| Medicare Accelerated Pmt | 4,224,952 | 4,224,952 | Medicare Accelerated Pmt Liab | 4,224,952 | 4,224,952 |
| Total Cash | 18,813,524 | 18,323,810 | Current Portion of LT Debt-2006 | 320,000 | 320,000 |
| | | | Current Portion of LT Debt-2016 | 320,000 | 320,000 |
| Accounts Receivable | | | Total Current Liabilities | 16,244,675 | 17,237,050 |
| Patient Revenue - Net | 3,458,434 | 5,203,983 | | | |
| Other Receivables | 669,617 | 648,436 | | | |
| Total Accounts Receivable | 4,128,051 | 5,852,419 | Long-Term Liabilities | | |
| | | | Leases Payable | 91,959 | 97,486 |
| Inventory | 1,586,755 | 1,579,789 | Equipment Lease (Wells Fargo) | 167,058 | 175,606 |
| | | | Bond Premium (Net) - 2006 | 221,320 | 222,433 |
| Total Current Assets | 24,528,330 | 25,756,018 | Bond Premium (Net) - 2016 | 129,994 | 130,419 |
| | | | Bonds Payable - 2006 | 8,385,000 | 8,385,000 |
| Fixed Assets | | | Bonds Payable - 2016 | 9,600,000 | 9,600,000 |
| Property Plant & Equip (Net) | 7,165,630 | 6,979,876 | Total Long-Term Liabilities | 18,595,331 | 18,610,944 |
| Electronic Health Record (Net) | - | - | | | |
| Clinic Expansion | 13,377,405 | 13,377,405 | Net Assets | | |
| Work In Progress | 942,124 | 1,208,199 | Un-Restricted | 10,934,548 | 10,934,548 |
| Land | 101,000 | 101,000 | Current Year Net Income/Loss | 577,935 | 970,615 |
| Total Fixed Assets | 21,586,159 | 21,666,480 | Total Un-Restricted | 11,512,483 | 11,905,163 |
| | | | | | |
| Other Assets | | | | | |
| Prepays & Other Assets | 238,000 | 330,659 | Restricted | | |
| Total Other Assets | 238,000 | 330,659 | Total Net Assets | 11,512,483 | 11,905,163 |
| | | | | | |
| Total Assets | \$ 46,352,489 | \$ 47,753,157 | Total Liabilities & Net Assets | \$ 46,352,489 | \$ 47,753,157 |

Monthly Trends

Page 4

| Activity | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | YTD Total |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| | 31 | 30 | 31 | 31 | 29 | 31 | 30 | 31 | 30 | 31 | 31 | 30 | 31 | 305 |
| 2 In-Patient Admissions | 22 | 38 | 18 | 38 | 28 | 31 | 17 | 17 | 21 | 15 | 20 | 21 | 18 | 226 |
| 3 In-Patient Days | 47 | 91 | 48 | 93 | 71 | 67 | 48 | 39 | 58 | 42 | 49 | 51 | 56 | 574 |
| 4 Avg Stay Days (In-patients) | 2.1 | 2.4 | 2.7 | 2.4 | 2.5 | 2.2 | 2.8 | 2.3 | 2.8 | 2.8 | 2.5 | 2.4 | 3.1 | 2.5 |
| 5 Swing Bed Admissions | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| 6 Swing Bed Days | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 3 |
| 7 Avg Length of Stay (Swing) | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 3.0 | 3.0 |
| 8 Average Daily Census | 1.6 | 3.0 | 1.5 | 2.9 | 2.4 | 2.2 | 1.6 | 1.3 | 1.9 | 1.4 | 1.6 | 1.7 | 1.9 | 1.9 |
| Statistics | | | | | | | | | | | | | | |
| 9 E/R visits | 492 | 444 | 622 | 590 | 576 | 484 | 307 | 447 | 495 | 571 | 572 | 559 | 506 | 5,107 |
| 10 Observ Hours | 35 | 24 | 41 | 962 | 885 | 721 | 477 | 438 | 713 | 713 | 464 | 400 | 409 | 6,182 |
| 11 Lab Tests | 1,679 | 1,433 | 1,566 | 5,250 | 5,111 | 4,447 | 3,197 | 4,479 | 5,761 | 5,687 | 5,455 | 5,286 | 5,598 | 50,271 |
| 12 Radiology/CT/MRI Exams | 1,029 | 780 | 862 | 1,425 | 1,371 | 1,223 | 632 | 711 | 1,234 | 1,335 | 1,277 | 1,218 | 1,268 | 11,694 |
| 14 OR Cases | 85 | 59 | 82 | 82 | 86 | 65 | 51 | 82 | 104 | 77 | 85 | 65 | 99 | 796 |
| 15 Clinic Visits | 2,087 | 1,778 | 1,838 | 2,100 | 1,987 | 1,488 | 1,126 | 1,340 | 1,671 | 1,725 | 1,638 | 1,620 | 1,832 | 16,527 |
| 16 Spec. Clinic Visits | 136 | 183 | 175 | 242 | 149 | 176 | 188 | 152 | 186 | 218 | 178 | 198 | 144 | 1,831 |
| 17 Oncology Clinic Visits | 81 | 69 | 65 | 117 | 96 | 156 | 55 | 94 | 130 | 112 | 143 | 140 | 138 | 1,181 |
| 18 Oncology/Infusion Patients | 81 | 59 | 71 | 98 | 111 | 117 | 152 | 178 | 179 | 116 | 132 | 170 | 133 | 1,386 |
| 19 Infusion Patients | 71 | 50 | 60 | 64 | 67 | 131 | 88 | 53 | 56 | 37 | 37 | 39 | 36 | 608 |
| 20 EMS Transports | 100 | 94 | 86 | 114 | 136 | 116 | 73 | 105 | 100 | 128 | 122 | 124 | 123 | 1,141 |
| 21 Total Stats | 5,876 | 4,973 | 5,468 | 11,044 | 10,506 | 9,013 | 6,346 | 8,079 | 10,629 | 10,719 | 10,103 | 9,819 | 10,286 | 96,724 |

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

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| 2020 | | October | | | October | | | | October 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 | | |
| 1 | In-Patient | | | | | | | | | | | | |
| 2 | Admissions: | | | | | | | | | | | | |
| 3 | Acute | 18 | 35 | (17) | 226 | 338 | (112) | 226 | 319 | (93) | -29% | | |
| 4 | Swing Bed | 1 | 1 | - | 1 | 10 | (9) | - | 4 | (4) | -100% | | |
| 5 | Total | 19 | 36 | (17) | 227 | 348 | (121) | 226 | 323 | (97) | -30% | | |
| 7 | Patient Days: | | | | | | | | | | | | |
| 8 | Acute | 56 | 100 | (44) | 567 | 963 | (396) | 567 | 895 | (328) | -37% | | |
| 9 | Swing Bed | 3 | 3 | - | 3 | 30 | (27) | - | 8 | (8) | -100% | | |
| 10 | Total | 59 | 103 | (44) | 570 | 993 | (423) | 567 | 903 | (336) | -37% | | |
| 12 | Average Daily Census: | | | | | | | | | | | | |
| 13 | # Of Days | 31 | 31 | | 305 | 305 | | 305 | 304 | | | | |
| 14 | Acute | 1.8 | 3.2 | (1.4) | 1.9 | 3.2 | (1.3) | 1.9 | 2.9 | (1.0) | -36% | | |
| 15 | Swing Bed | 0.1 | 0.1 | - | 0.0 | 0.1 | (0.1) | - | 0.0 | (0.0) | -100% | | |
| 16 | Total | 1.9 | 3.3 | (1.4) | 1.9 | 3.3 | (1.4) | 1.9 | 3.0 | (1.1) | -38% | | |
| 18 | Length of Stay: | | | | | | | | | | | | |
| 19 | Acute | 3.1 | 2.9 | 0.3 | 2.5 | 2.8 | (0.3) | 2.5 | 2.8 | (0.3) | -10% | | |
| 20 | Swing Bed | - | - | - | - | - | - | - | 2.0 | (2.0) | 0% | | |
| 21 | Total | 3.1 | 2.9 | 0.2 | 2.5 | 2.9 | (0.3) | 2.5 | 2.8 | (0.3) | -10% | | |
| 33 | Out-Patient | | | | | | | | | | | | |
| 34 | Out-Patient Visits | | | | | | | | | | | | |
| 35 | E/R Visits | 506 | 577 | (71) | 5,107 | 5,385 | (278) | 5,107 | 5,423 | (316) | -6% | | |
| 36 | Observ admissions | 29 | 70 | (41) | 327 | 670 | (343) | 327 | 343 | (16) | -5% | | |
| 37 | Lab Tests | 5,598 | 1,744 | 3,854 | 50,271 | 16,361 | 33,910 | 50,271 | 16,349 | 33,922 | 207% | | |
| 38 | Radiology/CT/MRI Exams | 1,268 | 1,102 | 166 | 11,694 | 10,295 | 1,399 | 11,694 | 9,340 | 2,354 | 25% | | |
| 39 | OR Cases | 99 | 80 | 19 | 796 | 830 | (34) | 796 | 792 | 4 | 1% | | |
| 40 | Clinic Visits | 1,832 | 2,153 | (321) | 16,527 | 20,087 | (3,560) | 16,527 | 19,873 | (3,346) | -17% | | |
| 41 | Spec. Clinic Visits | 144 | 230 | (86) | 1,831 | 2,141 | (310) | 1,831 | 2,000 | (169) | -8% | | |
| 42 | Oncology Clinic Visits | 138 | 76 | 62 | 1,181 | 721 | 460 | 1,181 | 763 | 418 | 55% | | |
| 43 | Oncology/Infusion Patients | 133 | 67 | 66 | 1,386 | 639 | 747 | 1,386 | 620 | 766 | 124% | | |
| | Infusion Patients | 36 | 72 | (36) | 608 | 685 | (77) | 608 | 782 | (174) | -22% | | |
| 45 | EMS Transports | 123 | 95 | 28 | 1,141 | 889 | 252 | 1,141 | 903 | 238 | 26% | | |
| 44 | Total | 9,906 | 6,266 | 3,640 | 90,869 | 58,703 | 32,166 | 90,869 | 57,188 | 33,681 | 59% | | |

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

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| | | 0-30 Days | 31-60 Days | 61-90 Days | 91-120 Days | 121-150 Days | 151-180 Days | 181+ Days | Total | Percent of Total | Accts sent to Collections |
|----------------------------|-----------|------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|------------------|---------------------------|
| 2 Medicare | \$ | 2,004,997 | \$ 176,645 | \$ 198,010 | \$ 79,422 | \$ 12,810 | \$ 19,522 | \$ 68,071 | \$ 2,559,477 | 30% | |
| 3 Medicaid | | 650,461 | \$ 111,856 | \$ 27,552 | \$ 56,016 | \$ 57,268 | \$ 17,811 | \$ 136,268 | \$ 1,057,232 | 12% | |
| 4 Third Party | | 1,487,461 | \$ 466,834 | \$ 290,266 | \$ 262,867 | \$ 56,882 | \$ 35,891 | \$ 412,139 | \$ 3,012,340 | 35% | |
| 5 Self-Pay | | 208,643 | \$ 298,798 | \$ 317,054 | \$ 296,461 | \$ 245,888 | \$ 126,894 | \$ 541,734 | \$ 2,035,472 | 23% | |
| Current Month Total | \$ | 4,351,562 | \$ 1,054,133 | \$ 832,882 | \$ 694,766 | \$ 372,848 | \$ 200,118 | \$ 1,158,212 | \$ 8,664,521 | 100% | 0 |
| Pct of Total | | 50% | 12% | 10% | 8% | 4% | 2% | 13% | 100% | | |
| Sep-20 | \$ | 4,073,962 | \$ 1,528,744 | \$ 916,786 | \$ 468,911 | \$ 324,972 | \$ 204,586 | \$ 2,011,419 | \$ 9,529,381 | | 0 |
| Pct of Total | | 43% | 16% | 10% | 5% | 3% | 2% | 21% | 100% | | |
| Aug-20 | \$ | 4,580,691 | \$ 1,479,490 | \$ 696,558 | \$ 385,697 | \$ 263,988 | \$ 343,485 | \$ 1,968,118 | \$ 9,718,024 | | 0 |
| Pct of Total | | 47% | 15% | 7% | 4% | 3% | 4% | 20% | 100% | | |
| Jul-20 | \$ | 4,091,546 | \$ 1,347,610 | \$ 584,795 | \$ 419,659 | \$ 379,105 | \$ 545,723 | \$ 1,749,020 | \$ 9,117,458 | | 0 |
| Pct of Total | | 45% | 15% | 6% | 5% | 4% | 6% | 19% | 100% | | |
| Jun-20 | \$ | 4,450,225 | \$ 991,357 | \$ 492,319 | \$ 470,912 | \$ 586,430 | \$ 386,858 | \$ 1,658,314 | \$ 9,036,415 | | 0 |
| Pct of Total | | 49% | 11% | 5% | 5% | 6% | 4% | 18% | 100% | | |
| May-20 | \$ | 3,589,609 | \$ 826,139 | \$ 617,697 | \$ 746,962 | \$ 522,098 | \$ 443,199 | \$ 2,065,360 | \$ 8,811,064 | | 0 |
| Pct of Total | | 41% | 9% | 7% | 8% | 6% | 5% | 23% | 100% | | |
| Apr-20 | \$ | 2,681,917 | \$ 1,013,374 | \$ 1,015,473 | \$ 595,245 | \$ 587,885 | \$ 346,437 | \$ 2,642,011 | \$ 8,882,342 | | 0 |
| Pct of Total | | 30% | 11% | 11% | 7% | 7% | 4% | 30% | 100% | | |
| Mar-20 | \$ | 3,612,859 | \$ 1,586,402 | \$ 855,343 | \$ 748,561 | \$ 448,372 | \$ 368,712 | \$ 2,691,802 | \$ 10,312,051 | | 0 |
| Pct of Total | | 35% | 15% | 8% | 7% | 4% | 4% | 26% | 100% | | |
| Feb-20 | \$ | 4,881,391 | \$ 1,386,440 | \$ 901,832 | \$ 571,967 | \$ 516,414 | \$ 460,405 | \$ 2,555,288 | \$ 11,273,737 | | 0 |
| Pct of Total | | 43% | 12% | 8% | 5% | 5% | 4% | 23% | 100% | | |
| Jan-20 | \$ | 4,542,726 | \$ 1,392,786 | \$ 710,103 | \$ 568,045 | \$ 531,469 | \$ 448,834 | \$ 2,322,276 | \$ 10,516,239 | | 0 |
| Pct of Total | | 43% | 13% | 7% | 5% | 5% | 4% | 22% | 100% | | |
| Dec-19 | \$ | 4,481,747 | \$ 1,312,708 | \$ 908,066 | \$ 625,876 | \$ 627,407 | \$ 607,716 | \$ 2,044,961 | \$ 10,608,481 | | 0 |
| Pct of Total | | 42% | 12% | 9% | 6% | 6% | 6% | 19% | 100% | | |
| Nov-19 | \$ | 4,408,737 | \$ 1,436,158 | \$ 627,989 | \$ 723,524 | \$ 684,765 | \$ 336,215 | \$ 1,930,790 | \$ 10,148,178 | | 0 |
| Pct of Total | | 43% | 14% | 6% | 7% | 7% | 3% | 19% | 100% | | |
| Oct-19 | \$ | 4,568,920 | \$ 1,130,990 | \$ 870,361 | \$ 794,889 | \$ 437,887 | \$ 381,541 | \$ 1,754,112 | \$ 9,938,700 | | 0 |
| Pct of Total | | 46% | 11% | 9% | 8% | 4% | 4% | 18% | 100% | | |
| Sep-19 | \$ | 4,305,953 | \$ 1,369,222 | \$ 1,074,183 | \$ 534,873 | \$ 502,450 | \$ 239,643 | \$ 1,946,854 | \$ 9,973,178 | | 193,237 |
| Pct of Total | | 43% | 14% | 11% | 5% | 5% | 2% | 20% | 100% | | |
| Aug-19 | \$ | 4,489,953 | \$ 1,643,643 | \$ 763,753 | \$ 692,390 | \$ 407,669 | \$ 450,136 | \$ 2,188,090 | \$ 10,635,634 | | 572,029 |
| Pct of Total | | 42% | 15% | 7% | 7% | 4% | 4% | 21% | 100% | | |
| Jul-19 | \$ | 5,080,360 | \$ 1,280,941 | \$ 915,491 | \$ 549,247 | \$ 607,257 | \$ 419,655 | \$ 2,387,501 | \$ 11,240,452 | | 1,106,517 |
| Pct of Total | | 45% | 11% | 8% | 5% | 5% | 4% | 21% | 100% | | |
| Jun-19 | \$ | 4,199,727 | \$ 1,555,291 | \$ 715,848 | \$ 712,192 | \$ 504,973 | \$ 621,808 | \$ 3,338,661 | \$ 11,648,500 | | 0 |
| Pct of Total | | 36% | 13% | 6% | 6% | 4% | 5% | 29% | 100% | | |
| May-19 | \$ | 3,938,706 | \$ 1,192,758 | \$ 857,202 | \$ 558,303 | \$ 705,693 | \$ 728,901 | \$ 3,078,535 | \$ 11,060,098 | | 0 |
| Pct of Total | | 36% | 11% | 8% | 5% | 6% | 7% | 28% | 100% | | |
| Apr-19 | \$ | 4,446,750 | \$ 1,328,789 | \$ 769,877 | \$ 796,122 | \$ 801,322 | \$ 354,704 | \$ 3,166,854 | \$ 11,664,418 | | 8,002 |
| Pct of Total | | 38% | 11% | 7% | 7% | 7% | 3% | 27% | 100% | | |
| Mar-19 | \$ | 4,313,656 | \$ 1,360,981 | \$ 995,434 | \$ 985,732 | \$ 562,545 | \$ 619,342 | \$ 3,353,760 | \$ 12,191,450 | | 122,172 |
| 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 |

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

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| | | 0-30 Days | | 31-60 Days | | 61-90 Days | | 91-120 Days | | 121-150 Days | | 151-180 Days | | 181+ Days | | Total | Percent of Total | Accts sent to Collections |
|--------------|----|-----------|----|------------|----|------------|----|-------------|----|--------------|----|--------------|----|-----------|----|------------|------------------|---------------------------|
| Pct of Total | | 35% | | 13% | | 6% | | 7% | | 6% | | 5% | | 27% | | 100% | | |
| Dec-18 | \$ | 4,810,234 | \$ | 1,205,387 | \$ | 956,941 | \$ | 872,250 | \$ | 675,156 | \$ | 652,620 | \$ | 3,339,239 | \$ | 12,511,827 | | 310,436 |
| Pct of Total | | 38% | | 10% | | 8% | | 7% | | 5% | | 5% | | 27% | | 100% | | |
| Nov-18 | \$ | 3,575,135 | \$ | 1,298,788 | \$ | 913,800 | \$ | 740,723 | \$ | 766,567 | \$ | 666,776 | \$ | 2,695,762 | \$ | 10,657,551 | | 112,443 |
| Pct of Total | | 34% | | 12% | | 9% | | 7% | | 7% | | 6% | | 25% | | 100% | | |
| Oct-18 | \$ | 4,188,615 | \$ | 1,292,841 | \$ | 891,836 | \$ | 836,368 | \$ | 811,636 | \$ | 594,372 | \$ | 2,923,499 | \$ | 11,539,167 | | 217,192 |
| Pct of Total | | 36% | | 11% | | 8% | | 7% | | 7% | | 5% | | 25% | | 100% | | |
| Sep-18 | \$ | 3,879,192 | \$ | 1,290,689 | \$ | 1,088,210 | \$ | 1,042,678 | \$ | 794,963 | \$ | 582,678 | \$ | 2,960,063 | \$ | 11,638,473 | | 302,125 |
| Pct of Total | | 33% | | 11% | | 9% | | 9% | | 7% | | 5% | | 26% | | 100% | | |
| Aug-18 | \$ | 4,290,838 | \$ | 1,576,042 | \$ | 1,231,421 | \$ | 977,015 | \$ | 676,478 | \$ | 606,305 | \$ | 2,737,973 | \$ | 12,096,072 | | 48,619 |
| Pct of Total | | 35% | | 13% | | 10% | | 8% | | 6% | | 5% | | 23% | | 100% | | |
| Jul-18 | \$ | 4,783,854 | \$ | 1,759,771 | \$ | 1,145,364 | \$ | 727,948 | \$ | 726,411 | \$ | 537,560 | \$ | 2,635,767 | \$ | 12,316,675 | | 24,966 |
| Pct of Total | | 39% | | 14% | | 9% | | 6% | | 6% | | 4% | | 21% | | 100% | | |
| Jun-18 | \$ | 4,334,347 | \$ | 1,685,871 | \$ | 885,716 | \$ | 689,267 | \$ | 639,055 | \$ | 576,480 | \$ | 2,411,492 | \$ | 11,222,228 | | 195,130 |
| Pct of Total | | 39% | | 15% | | 8% | | 6% | | 6% | | 5% | | 21% | | 100% | | |
| May-18 | \$ | 4,159,005 | \$ | 1,795,159 | \$ | 1,208,334 | \$ | 721,961 | \$ | 670,041 | \$ | 495,647 | \$ | 2,003,816 | \$ | 11,053,963 | | 47,472 |
| Pct of Total | | 38% | | 16% | | 11% | | 7% | | 6% | | 4% | | 18% | | 100% | | |
| Apr-18 | \$ | 3,697,643 | \$ | 1,605,576 | \$ | 863,079 | \$ | 713,382 | \$ | 586,190 | \$ | 391,762 | \$ | 1,698,496 | \$ | 9,556,128 | | 256,717 |
| Pct of Total | | 39% | | 17% | | 9% | | 7% | | 6% | | 4% | | 18% | | 100% | | |
| Mar-18 | \$ | 3,922,575 | \$ | 1,408,723 | \$ | 1,095,293 | \$ | 660,255 | \$ | 439,343 | \$ | 299,008 | \$ | 1,759,366 | \$ | 9,584,563 | | 139,778 |
| Pct of Total | | 41% | | 15% | | 11% | | 7% | | 5% | | 3% | | 18% | | 100% | | |
| Feb-18 | \$ | 3,744,129 | \$ | 1,569,800 | \$ | 882,931 | \$ | 495,048 | \$ | 310,715 | \$ | 273,375 | \$ | 1,772,313 | \$ | 9,048,312 | | 40,116 |
| Pct of Total | | 41% | | 17% | | 10% | | 5% | | 3% | | 3% | | 20% | | 100% | | |
| Jan-18 | \$ | 3,910,094 | \$ | 1,418,969 | \$ | 658,794 | \$ | 398,631 | \$ | 399,145 | \$ | 263,261 | \$ | 1,774,826 | \$ | 8,823,719 | | 33,378 |
| Pct of Total | | 44% | | 16% | | 7% | | 5% | | 5% | | 3% | | 20% | | 100% | | |
| Dec-17 | \$ | 3,530,341 | \$ | 998,668 | \$ | 567,335 | \$ | 594,879 | \$ | 431,479 | \$ | 322,934 | \$ | 1,657,210 | \$ | 8,102,848 | | 825,723 |
| Pct of Total | | 44% | | 12% | | 7% | | 7% | | 5% | | 4% | | 20% | | 100% | | |
| Nov-17 | \$ | 2,955,885 | \$ | 1,037,274 | \$ | 679,925 | \$ | 592,310 | \$ | 581,053 | \$ | 435,072 | \$ | 1,984,898 | \$ | 8,266,421 | | 26,231 |
| Pct of Total | | 36% | | 13% | | 8% | | 7% | | 7% | | 5% | | 24% | | 100% | | |
| Oct-17 | \$ | 3,659,774 | \$ | 1,357,490 | \$ | 752,198 | \$ | 717,416 | \$ | 562,600 | \$ | 312,224 | \$ | 1,893,353 | \$ | 9,255,056 | | 218,112 |
| Pct of Total | | 40% | | 15% | | 8% | | 8% | | 6% | | 3% | | 20% | | 100% | | |
| Sep-17 | \$ | 3,724,332 | \$ | 1,319,138 | \$ | 1,012,183 | \$ | 671,452 | \$ | 445,286 | \$ | 377,867 | \$ | 2,175,487 | \$ | 9,725,747 | | 407,406 |
| Pct of Total | | 38% | | 14% | | 10% | | 7% | | 5% | | 4% | | 22% | | 100% | | |
| Aug-17 | \$ | 4,131,866 | \$ | 1,552,324 | \$ | 893,339 | \$ | 624,164 | \$ | 490,221 | \$ | 431,099 | \$ | 2,449,394 | \$ | 10,572,407 | | 341,071 |
| Pct of Total | | 39% | | 15% | | 8% | | 6% | | 5% | | 4% | | 23% | | 100% | | |
| Jul-17 | \$ | 4,612,446 | \$ | 1,520,180 | \$ | 853,133 | \$ | 632,738 | \$ | 581,650 | \$ | 552,521 | \$ | 2,298,997 | \$ | 11,051,665 | | 103,289 |
| Pct of Total | | 42% | | 14% | | 8% | | 6% | | 5% | | 5% | | 21% | | 100% | | |
| Jun-17 | \$ | 3,963,167 | \$ | 1,339,294 | \$ | 815,790 | \$ | 672,144 | \$ | 657,236 | \$ | 453,649 | \$ | 2,101,821 | \$ | 10,003,101 | | 129,723 |
| Pct of Total | | 40% | | 13% | | 8% | | 7% | | 7% | | 5% | | 21% | | 100% | | |
| May-17 | \$ | 3,851,718 | \$ | 1,136,727 | \$ | 1,030,085 | \$ | 770,865 | \$ | 477,918 | \$ | 354,848 | \$ | 1,972,569 | \$ | 9,594,730 | | 115,443 |
| Pct of Total | | 40% | | 12% | | 11% | | 8% | | 5% | | 4% | | 21% | | 100% | | |

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

| |
|---------------|
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|---------------|

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

| | | | | | | | |
|----|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | 31 | 31 | 30 | 31 | 30 | 31 |
| | | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-19 | Dec-19 |
| 7 | Net Accounts Receivable | \$ 5,484,741 | \$ 6,438,094 | \$ 5,203,983 | \$ 3,458,434 | \$ 4,367,929 | \$ 4,580,312 |
| 8 | Net Patient Revenue | \$ 3,012,802 | \$ 3,476,773 | \$ 2,549,655 | \$ 2,643,191 | \$ 2,650,917 | \$ 2,663,152 |
| 9 | Net Patient Rev/Day (2 month Avg) | \$ 104,823 | \$ 104,671 | \$ 97,200 | \$ 83,756 | \$ 90,942 | \$ 87,136 |
| 10 | Net Days in A/R | 52 | 62 | 54 | 41 | 48 | 53 |

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

| | | | | | |
|----|------------|------|-----|--------------------------|--------------|
| 12 | Medicare | 33% | 21 | \$ 85,129 | \$ 589,941 |
| 13 | Medicaid | 7% | 35 | \$ 85,129 | \$ 208,565 |
| 14 | Blue Cross | 15% | 48 | \$ 85,129 | \$ 612,926 |
| 15 | Commercial | 26% | 65 | \$ 85,129 | \$ 1,438,674 |
| 16 | Self Pay | 19% | 150 | \$ 85,129 | \$ 2,426,166 |
| 17 | Total: | 100% | | | \$ 5,276,272 |
| 18 | | | | | \$ 85,129 |
| 19 | | | | Gross Days in A/R Target | 62 |

Pagosa Springs Medical Center
Revenue by Financial Class
October 31, 2020

| Financial Class | Inpatient MTD | Outpatient MTD | Total MTD | % MTD |
|---------------------------|-------------------|---------------------|---------------------|----------------|
| Auto/Liability Insurance | - | 49,291.70 | 49,291.70 | 0.86% |
| Blue Cross | 13,466.70 | 733,361.40 | 746,828.10 | 13.10% |
| Champus | - | 56,300.70 | 56,300.70 | 0.99% |
| Commercial Insurance | 67,248.60 | 518,687.74 | 585,936.34 | 10.28% |
| Medicaid | 39,183.20 | 1,012,178.18 | 1,051,361.38 | 18.45% |
| Medicare | 174,078.22 | 1,993,447.89 | 2,167,526.11 | 38.03% |
| Medicare HMO | 67,862.60 | 514,302.05 | 582,164.65 | 10.22% |
| Self Pay | - | 178,853.97 | 178,853.97 | 3.14% |
| Self Pay - Client Billing | - | 45,141.60 | 45,141.60 | 0.79% |
| Veterans Administration | 5,825.00 | 197,537.90 | 203,362.90 | 3.57% |
| Workers Compensation | - | 32,173.90 | 32,173.90 | 0.56% |
| Total | 367,664.32 | 5,331,277.03 | 5,698,941.35 | 100.00% |

| Financial Class | Inpatient YTD | Outpatient YTD | Total YTD | % YTD | 12/31/19 % YTD | 12/31/18 % YTD | 12/31/17 % YTD | 12/31/16 % YTD |
|---------------------------|---------------------|----------------------|----------------------|----------------|-------------------|-------------------|-------------------|-------------------|
| Auto/Liability Insurance | 59,669.10 | 464,001.22 | 523,670.32 | 1.03% | 1.15% | 1.05% | 1.24% | 1.11% |
| Blue Cross | 315,584.80 | 5,755,003.05 | 6,070,587.85 | 11.95% | 15.40% | 15.42% | 15.90% | 15.83% |
| Champus | 19,458.80 | 399,858.20 | 419,317.00 | 0.83% | 0.31% | 0.08% | 0.07% | 0.19% |
| Commercial Insurance | 391,681.00 | 5,446,234.38 | 5,837,915.38 | 11.49% | 11.34% | 13.08% | 11.79% | 13.08% |
| Medicaid | 541,083.79 | 8,933,444.05 | 9,474,527.84 | 18.65% | 18.75% | 18.22% | 20.28% | 21.56% |
| Medicare | 1,858,060.83 | 17,975,145.73 | 19,833,206.56 | 39.03% | 36.99% | 36.75% | 35.27% | 35.90% |
| Medicare HMO | 399,852.42 | 3,647,187.46 | 4,047,039.88 | 7.96% | 7.20% | 4.47% | 3.55% | 2.76% |
| Self Pay | 96,067.30 | 1,716,169.63 | 1,812,236.93 | 3.57% | 4.40% | 5.40% | 6.96% | 5.26% |
| Self Pay - Client Billing | - | 109,308.30 | 109,308.30 | 0.22% | 0.18% | 0.18% | 0.19% | 0.17% |
| Veterans Administration | 400,196.90 | 1,793,509.24 | 2,193,706.14 | 4.32% | 2.74% | 4.13% | 3.58% | 2.74% |
| Workers Compensation | 59,932.40 | 432,386.40 | 492,318.80 | 0.97% | 1.52% | 1.22% | 1.17% | 1.37% |
| Total | 4,141,587.34 | 46,672,247.66 | 50,813,835.00 | 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% |

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

| | October 2020 |
|---|--------------|
| Cash Flows from operating activities | |
| Change in net assets | (392,680) |
| Adjustments to reconcile net assets to net cash | |
| Depreciation and amortization | 148,477 |
| Patient accounts receivable | 1,745,549 |
| Accounts payable and wages payable | 46,818 |
| Accrued liabilities | (432,183) |
| Pre-paid assets | 92,659 |
| Deferred revenues | - |
| Other receivables | (21,181) |
| Reserve for third party settlement | (607,010) |
| Inventory | (6,966) |
| Net Cash Provided by (used in) operating activities | 573,483 |
| Cash Flows from investing activities | |
| Purchase of property and equipment | (335,769) |
| Work in progress | 266,075 |
| Proceeds from sale of equipment/(Loss) | - |
| Net Cash Provided by (used in) investing activities | (69,694) |
| 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 | (14,075) |
| Net Cash Provided by (used in) financing activities | (14,075) |
| Net Increase(Decrease) in Cash | 489,714 |
| Cash Beginning of Month | 18,323,810 |
| Cash End of Month | 18,813,524 |

| Month | Cash Goal | Actual Cash | Variance | % Collected |
|------------|-----------------|-----------------|----------------|-------------|
| 20-Jan | \$2,440,100.00 | \$2,459,574.05 | \$19,474.05 | 100.80% |
| 20-Feb | \$2,349,634.00 | \$2,255,399.34 | (\$94,234.66) | 95.99% |
| 20-Mar | \$2,553,998.00 | \$2,545,182.76 | (\$8,815.24) | 99.65% |
| 20-Apr | \$2,158,897.00 | \$2,320,442.00 | \$161,545.00 | 107.48% |
| 20-May | \$1,577,510.00 | \$1,894,337.87 | \$316,827.87 | 120.08% |
| 20-Jun | \$1,854,145.00 | \$2,282,767.50 | \$428,622.50 | 123.12% |
| 20-Jul | \$3,126,558.00 | \$2,651,229.79 | (\$475,328.21) | 84.80% |
| 20-Aug | \$2,793,247.00 | \$2,493,173.40 | (\$300,073.60) | 89.26% |
| 20-Sep | \$3,046,425.00 | \$2,525,736.44 | (\$520,688.56) | 82.91% |
| 20-Oct | \$2,469,307.00 | \$2,660,686.06 | \$191,379.06 | 107.75% |
| 20-Nov | | | | |
| 20-Dec | | | | |
| Totals YTD | \$24,369,821.00 | \$24,088,529.21 | (\$281,291.79) | 98.85% |

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

ORAL REPORTS 4.a.vii.(b)

Prepared 10/22/2020
Cash balance 5,772,169
at 12/31/19

| | (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 2020 (Actual) | 2,467,181 | 9,379 | 247,211 | - | 187,258 | - | 2,911,029 | 2,824,894 | - | 113,140 | - | 418,249 | 3,356,283 | 5,326,915 |
| February 2020 (Actual) | 2,257,097 | 83,099 | 246,117 | 2,059 | 123,620 | - | 2,711,992 | 2,615,769 | 75,934 | 95,439 | - | (233,127) | 2,554,014 | 5,484,893 |
| March 2020 (Actual) | 2,545,183 | 384,580 | 247,211 | 1,100 | 212,488 | - | 3,390,562 | 2,859,489 | 5,312 | - | 15,035 | (136,751) | 2,743,085 | 6,132,369 |
| April 2020 (Actual) | 2,320,442 | 127,085 | 247,211 | 139,541 | 784,766 | - | 3,619,045 | 2,794,499 | 200,000 | - | - | 769,620 | 3,764,119 | 5,987,295 |
| May 2020 (Actual) | 1,894,338 | 261,535 | 247,211 | 334,148 | 926,505 | - | 3,663,737 | 2,928,313 | 100,000 | 50,000 | - | (604,810) | 2,473,503 | 7,177,529 |
| June 2020 (Actual) | 2,282,524 | 138,751 | 247,211 | 24,451 | 159,257 | - | 2,852,194 | 3,013,115 | 189,844 | 50,000 | 1,123,000 | (286,850) | 4,089,109 | 5,940,613 |
| July 2020 (Actual) | 2,651,230 | 202,548 | 247,211 | - | 562,983 | - | 3,663,972 | 3,153,390 | - | 50,000 | - | 57,805 | 3,261,195 | 6,343,390 |
| August 2020 (Actual) | 2,493,173 | 66,413 | 80,348 | 1,945 | 255,935 | - | 2,897,814 | 3,110,959 | 424,000 | 50,000 | - | 180,611 | 3,765,570 | 5,475,634 |
| September 2020 (Actual) | 2,525,736 | (1,299,158) | 80,348 | (17,621) | - | - | 1,289,305 | 2,986,786 | 150,000 | 50,000 | - | (809,114) | 2,377,672 | 4,387,267 |
| October 2020 (Actual) | 2,660,686 | 23,277 | 209,968 | 139,901 | 166,874 | - | 3,200,706 | 3,365,923 | 150,000 | (250,000) | - | (554,932) | 2,710,991 | 4,876,982 |
| November 2020 (Budget) | 2,228,477 | 11,998 | 258,809 | - | 319,452 | - | 2,818,736 | 3,070,499 | 150,000 | - | - | (350,000) | 2,870,499 | 4,825,219 |
| December 2020 (Budget) | 2,996,028 | 529,663 | 254,789 | - | 695,033 | - | 4,475,513 | 3,194,522 | - | - | 475,000 | (350,000) | 3,319,522 | 5,981,210 |
| Totals | 29,322,095 | 539,170 | 2,613,645 | 625,524 | 4,394,171 | - | 37,494,605 | 35,918,158 981,635 | 1,445,090 | 208,579 | 1,613,035 | (1,899,297) | 37,285,565 | 5,981,210 |
| | | | | | | | | | | | | | | at 12/31/20 |
| | | | | | | | | | | | | | | 6,582,008 |
| | | | | | | | | | | | | | | 5,641,721 |

Notes:

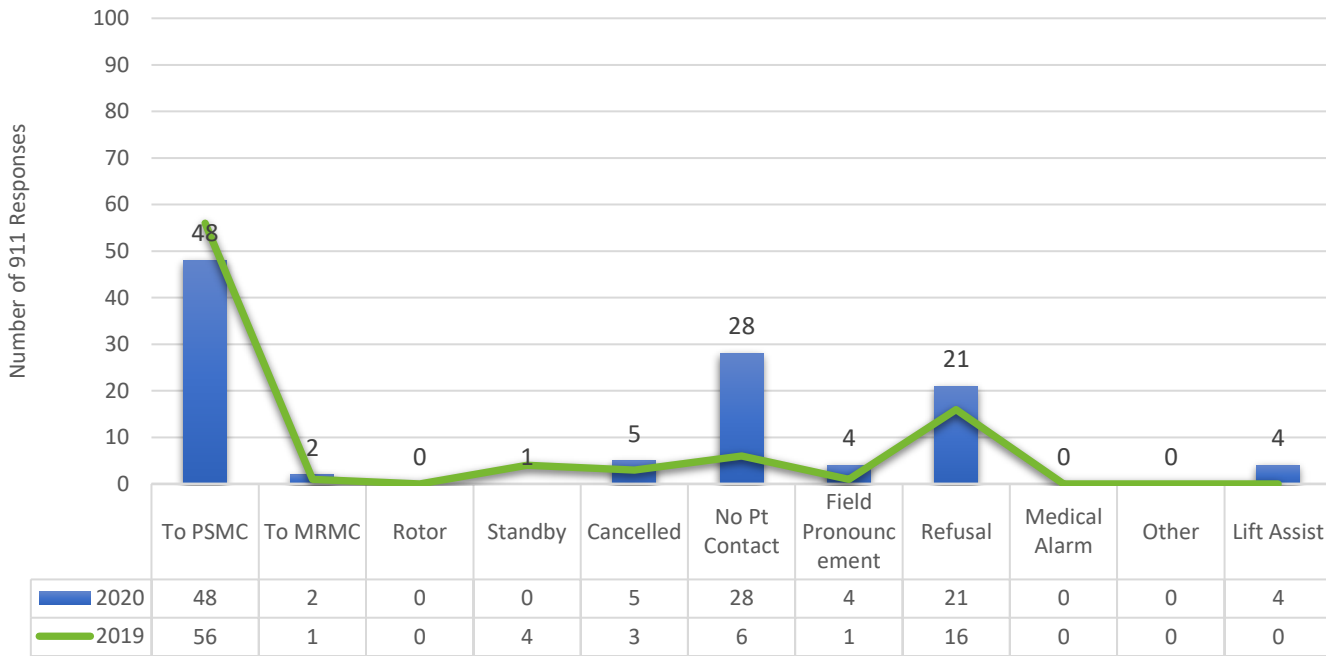
- (1) Forecast based on projected revenue.
- (2) Forecast is based on the actual percentages from prior year.
- (3) Based on current payment from Colorado Health and Hospitals.
- (4) Forecast is based on budget adjusted by YTD actual.
- (5) Forecast is based on budget adjusted by YTD actual.
- (6) Forecast new leases and equipment for capital purchases.
- (7) Forecast is based on budget excluding depreciation.
- (8) Assumes forecast capital expenditures of 1,036,000.
- (9) Medicare Cost Report Settlement for 2018 and 2019 and Medicaid for 2018 and 2019
Most of the estimated settlement dates are placeholders only, Medicare and Medicaid operate on their own schedules.
- (10) Forecast based on bond principal and interest payments.
- (11) Other balance sheet changes i.e., changes in accounts payable, receivables etc.



Operations Report for October 2020

EMS: October

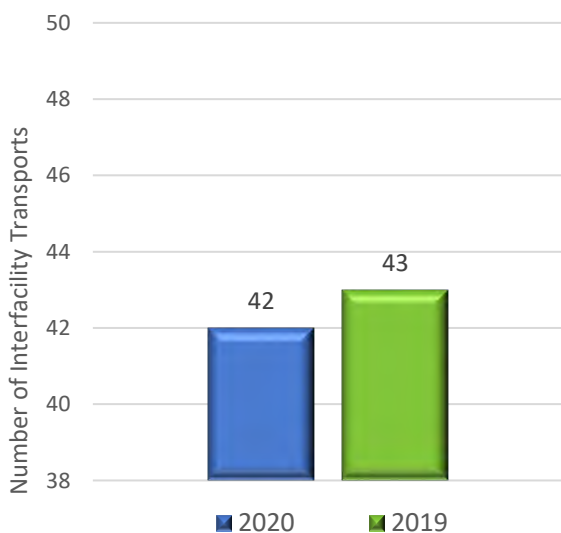
EMS 911 Response



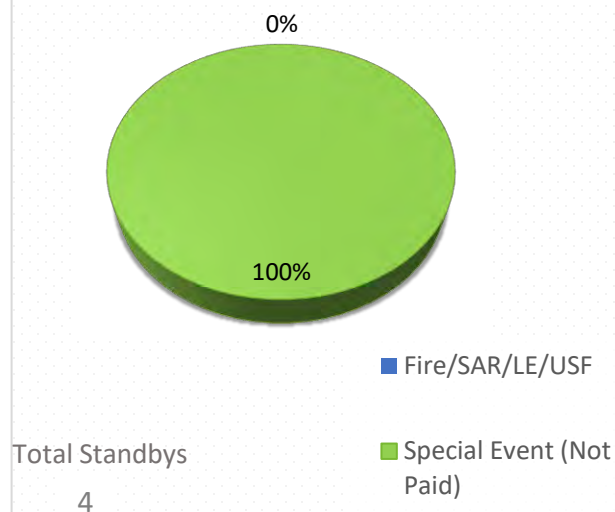
Total 911 Responses for 2020 : 112

■ 2020 ■ 2019

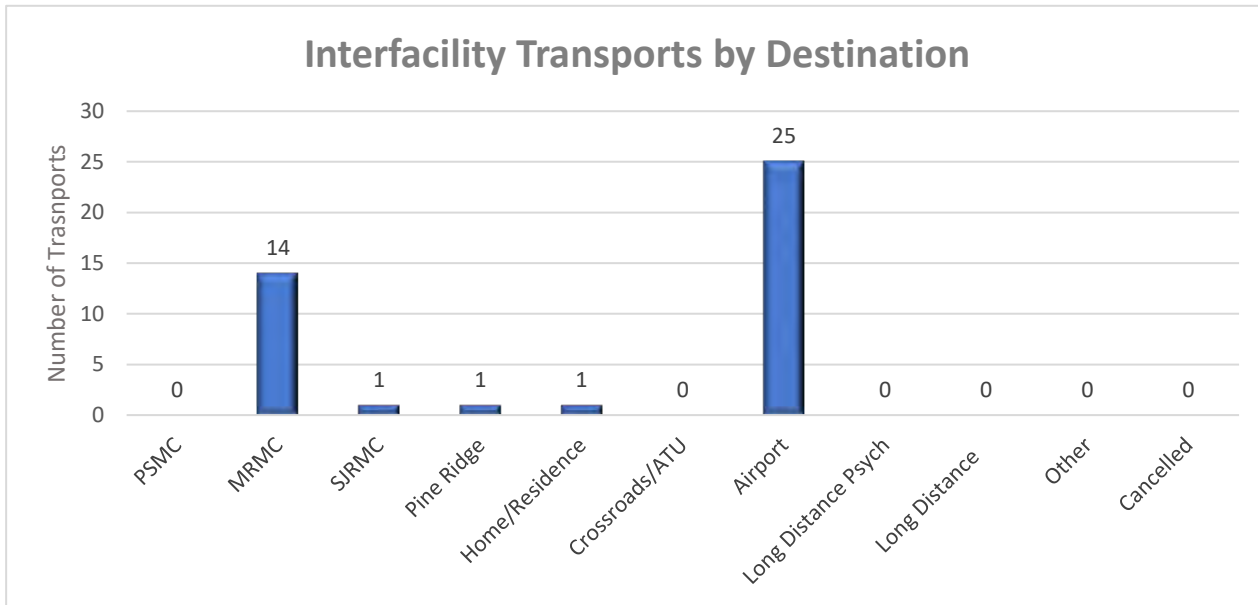
Total Interfacility Transports



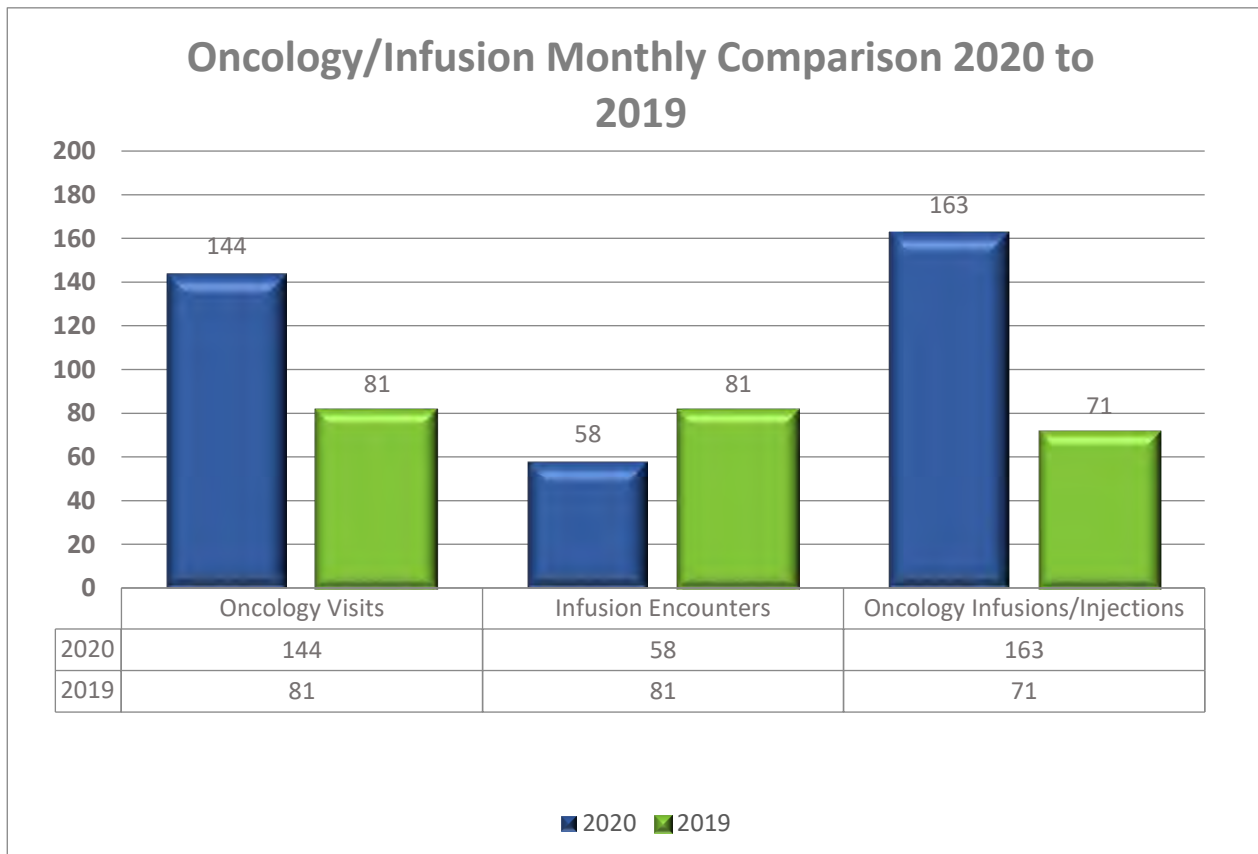
Breakdown of EMS Standbys



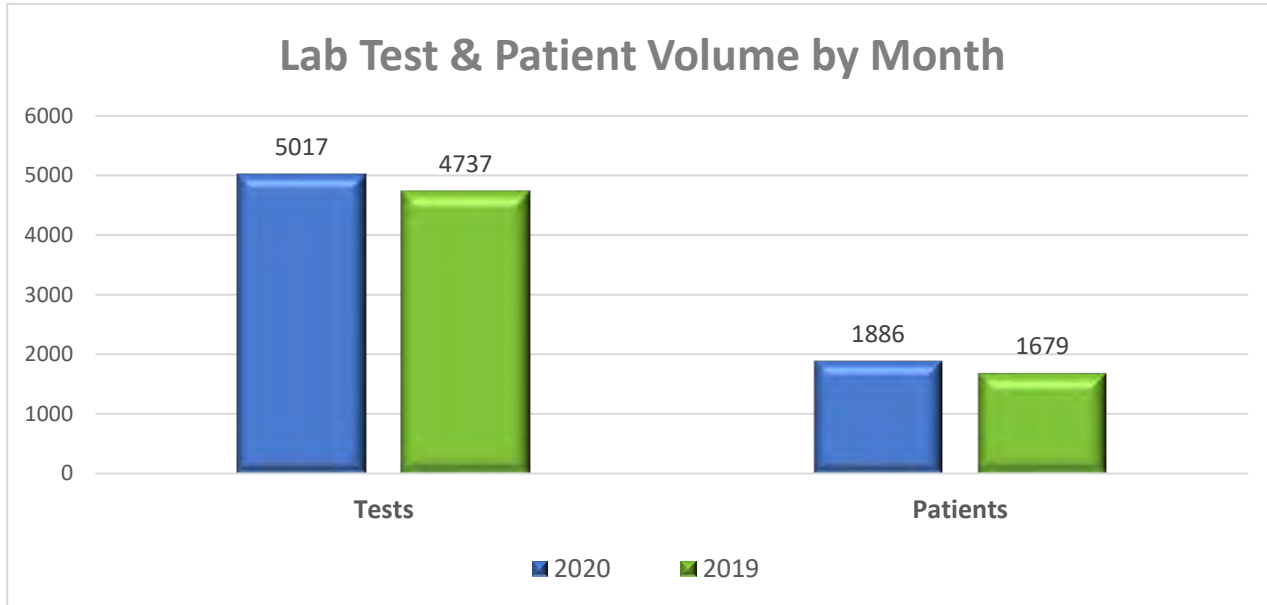
EMS: October



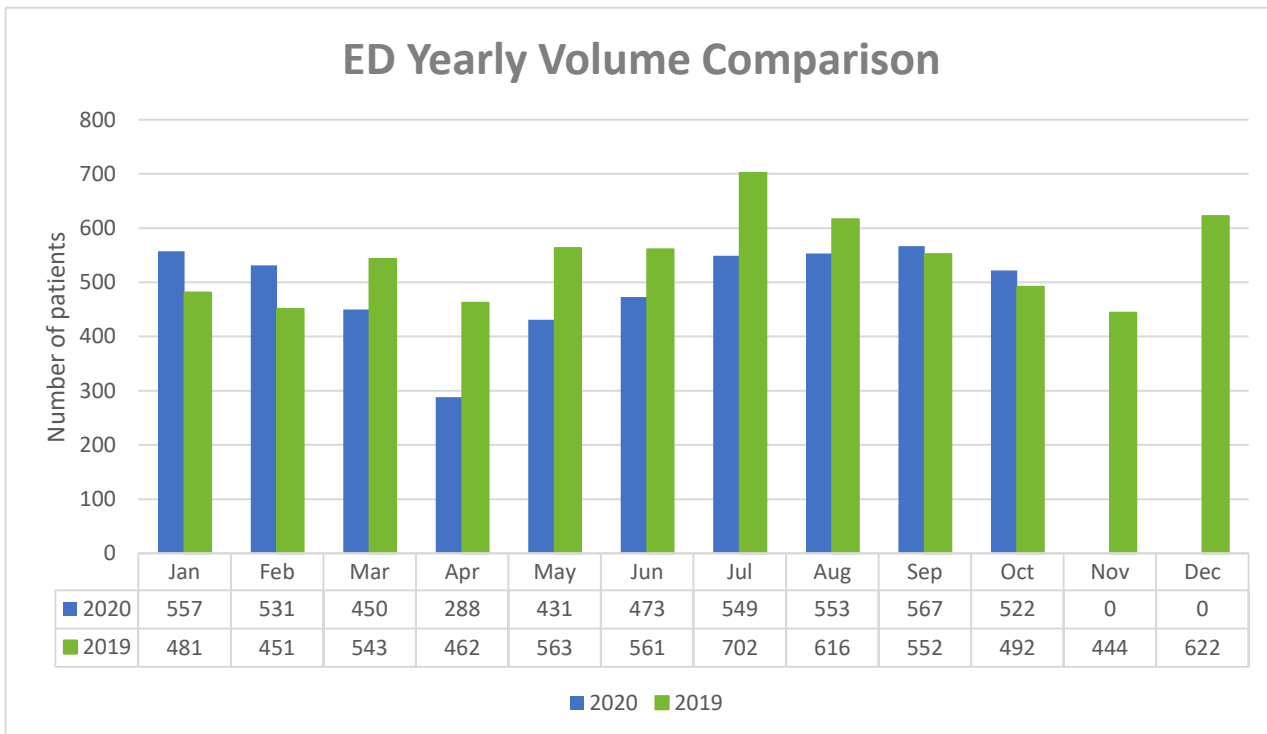
Oncology/Infusion: October



Lab: October

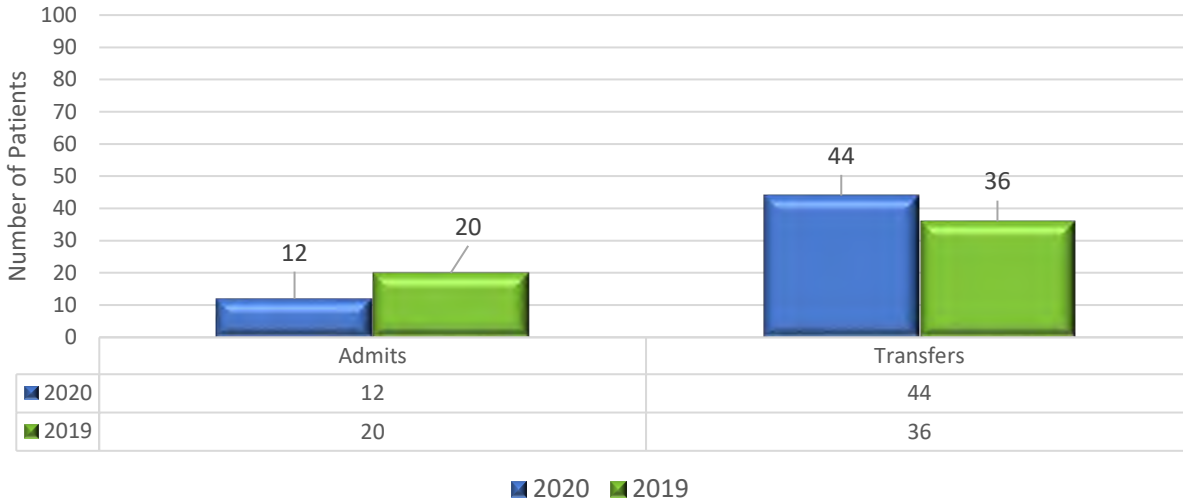


ED: October



ED: October

ED Inpatient Admissions and Transfers Monthly Comparison



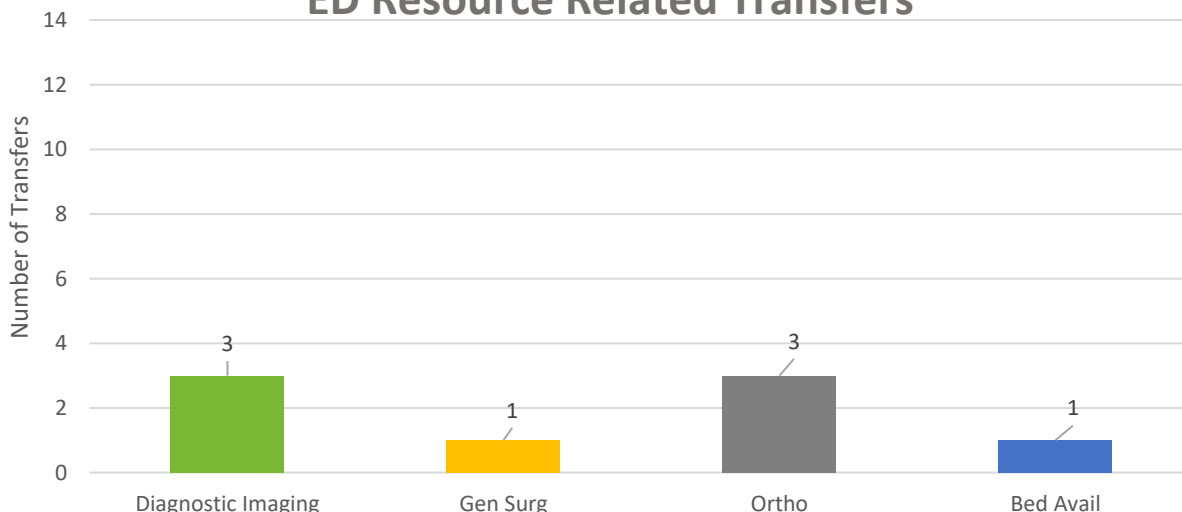
Average Daily Census

16.8

Average Length of Stay (in hours)

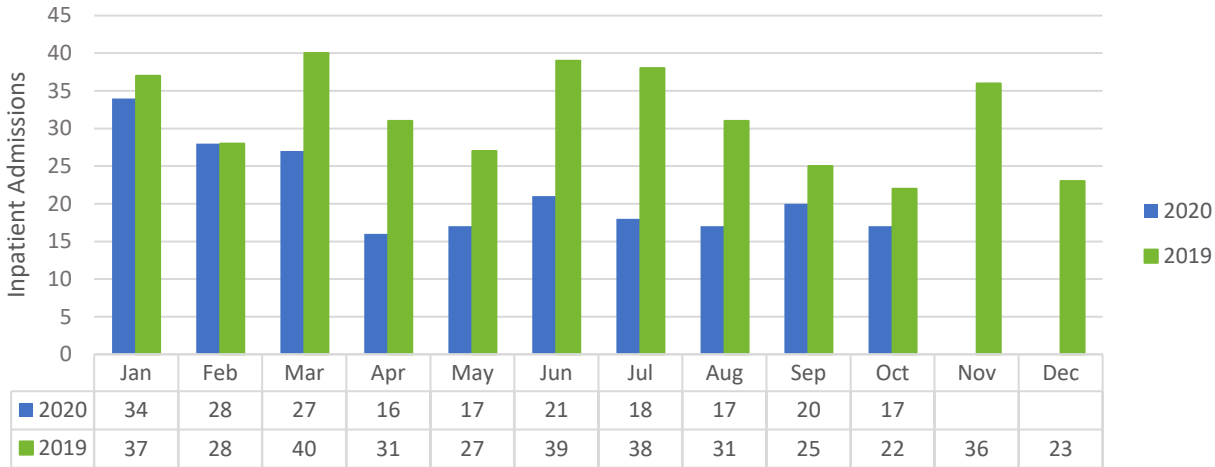
2.1

ED Resource Related Transfers



Inpatient : October

Inpatient Admission Comparison



Average Daily Census

2.7

Average Length of Stay (in days)

3.2

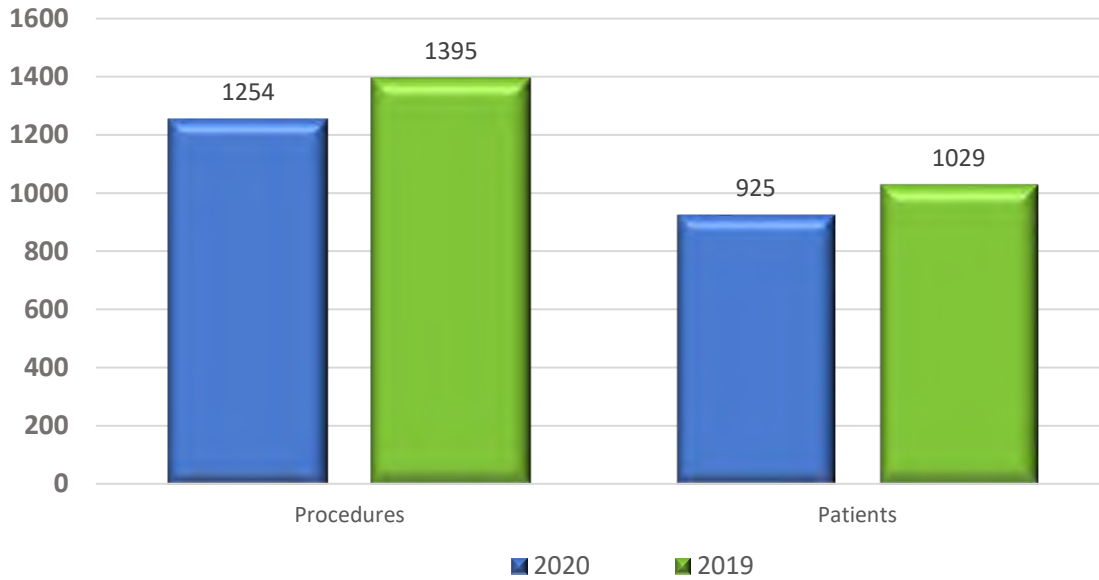


COVID-19 Patients
Hospitalized at PSMC

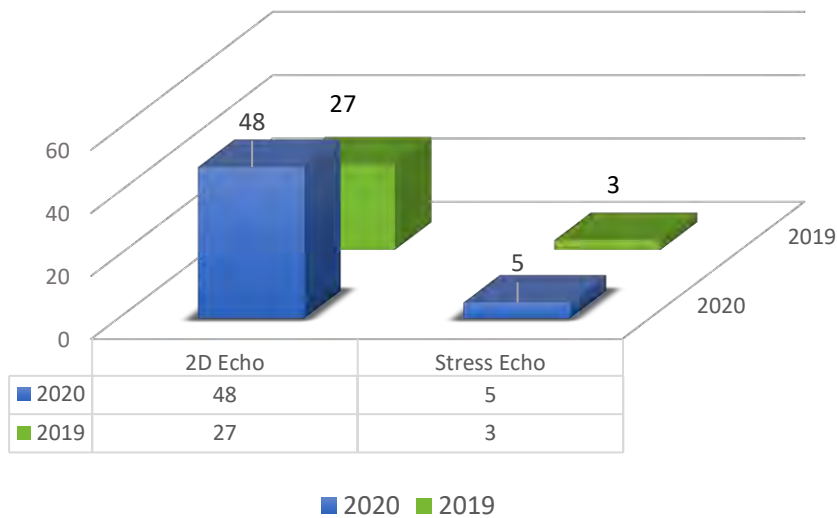
0

Diagnostic Imaging: October

Diagnostic Imaging Stats by Month

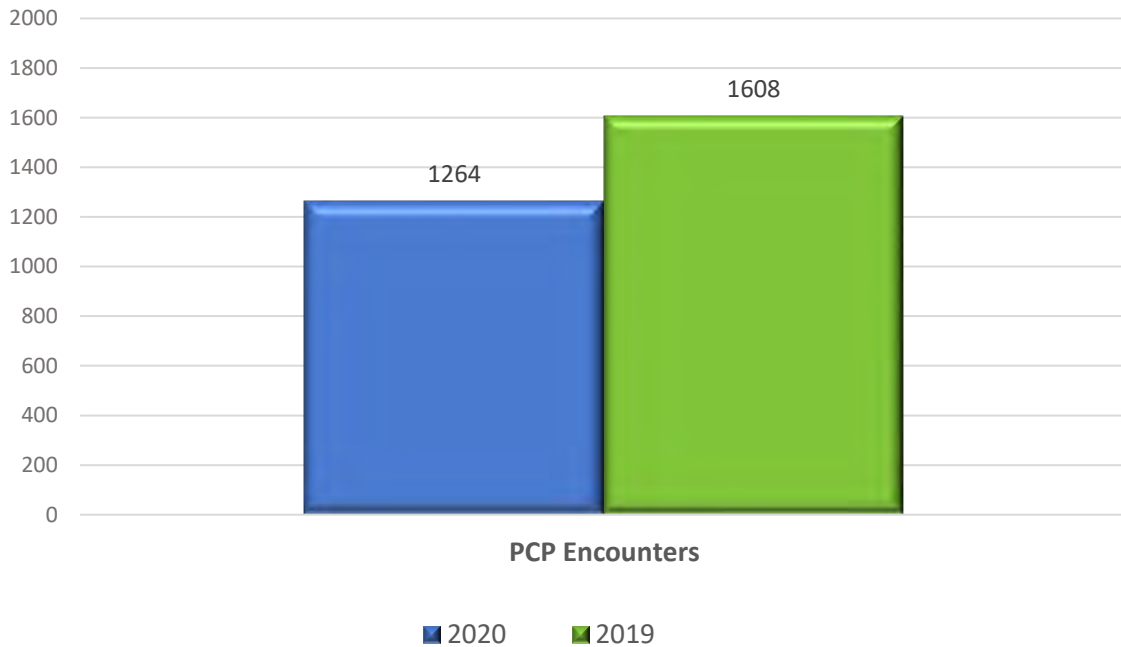


Cardiology 2D Echo & Stress by Month

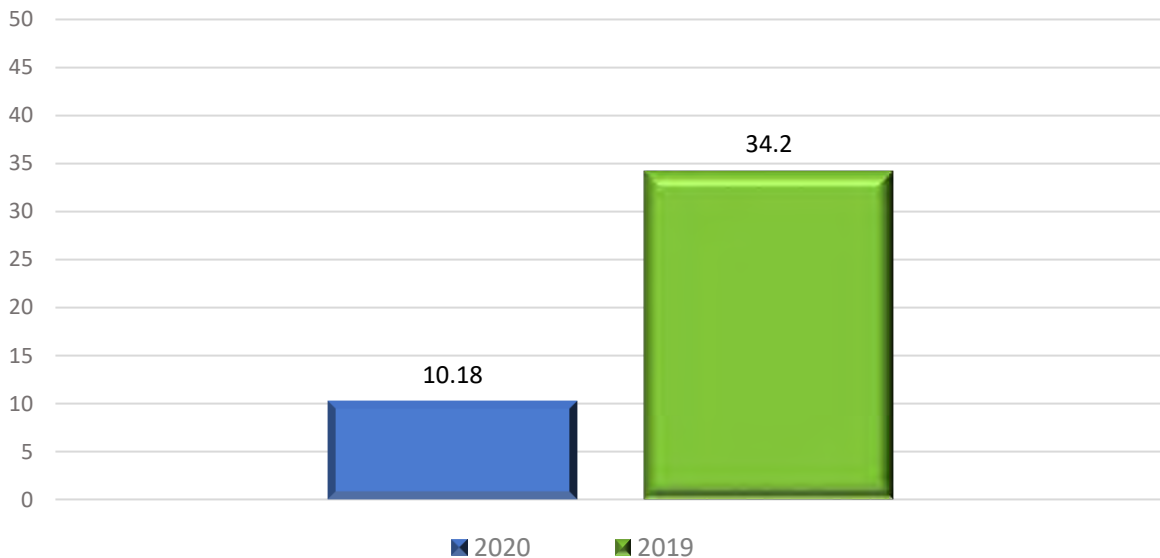


Clinic: October

Rural Health Clinic Encounters by Month

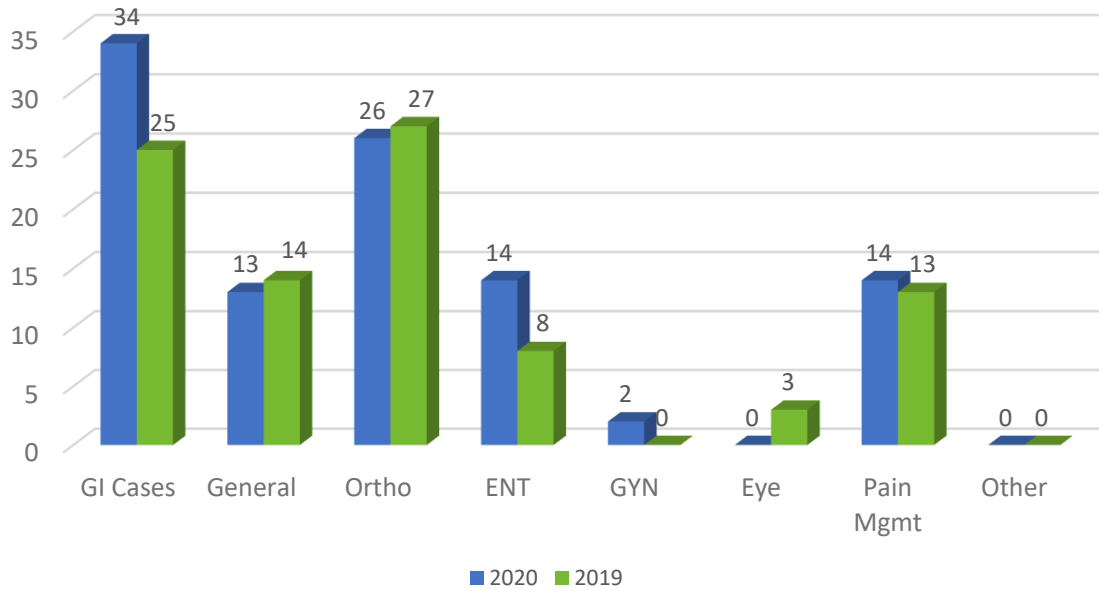


Average Daily Walk-Ins



Surgery

Surgery Cases by Month
2020 compared to 2019





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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, RALPH BATTELS
November 17, 2020**

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 |
|----------------------------------|--------------------------|--|--|
| Elizabeth Maddox, MD | Initial Appointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| David Matthews, MD | Initial Appointment | Courtesy/Orthopedics | Orthopaedic Surgery |
| Stephanie Armentano, LCSW | Reappointment | Behavioral Health Provider/LCSW | Licensed Clinical Social Worker |
| Scott Cordray, DO | Reappointment | Courtesy/Otolaryngology | Otolaryngology |
| Joanna Estes, MD | Reappointment | Active/Hospitalist & Emergency Medicine | Family Medicine |
| Benjamin Kassanoff, MD | Reappointment | Telemedicine/Teleradiology | Interventional & Diagnostic Radiology |
| Eric Malden, MD | Reappointment | Telemedicine/Teleradiology | Interventional & Diagnostic Radiology |
| Suzanne Newman, MD | Reappointment | Telemedicine/Telepsychiatry | Psychiatry |
| John Richards, MD | Reappointment | Telemedicine/Teleradiology | Diagnostic Radiology |
| Molly Rodriguez, LPC | Reappointment | Behavioral Health Provider/LPC | Licensed Professional Counselor |
| Jonathan Scott, MD | Reappointment | Telemedicine/Teleneurology | Neurology |
| Marisa Todd, MD | Reappointment | Courtesy/Gynecology | Obstetrics & Gynecology |
| Richard Zak, MD | Reappointment | Courtesy/Gastroenterology | Gastroenterology & Internal Medicine |

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19
 Courtesy: 20
 Telemedicine: 122
 Advanced Practice Providers: 21
 Honorary: 1
 Total: 183

UPPER SAN JUAN HEALTH SERVICE DISTRICT

DBA: PAGOSA SPRINGS MEDICAL CENTER

BUDGET PROPOSAL 2021



Table of Contents

| | |
|--------------------------------|---------|
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| 2) Changes from Previous Year | Page 5 |
| 3) Summary Financial Statement | Page 7 |
| 4) Cash Flow Statement | Page 8 |
| 5) Summary of FTE's | Page 9 |
| 6) Capital Replacement Plan | Page 10 |

THE BUDGET PROCESS:

The budget process is similar to 2020 with a few important changes. When determining the FTE's, data is pulled for July 2019 to June 2020 to make sure that we have a full year's data that is the most current to work with. All employees that have worked in that time frame are put into a spreadsheet with hours and rates of pay and are balanced to the report. Each manager and director then meets with Steve and myself to walk through what has happened in the last year and what things might change for the upcoming year. We discuss every employee with the manager/director to determine how many hours we need each employee to work and if the employee is no longer working in the department, then does he/she need to be replaced. We budget regular, OT, on call, call-back, holiday and shift differential for each employee. The managers and directors then get a summary back from us with all of the changes and review it for accurateness.

One big change that we have had this year is that we can now use Multiview (New GL) for part of our budgeting process. Steve has worked many hours to make sure that we get the appropriate data inside of the system so that the managers and directors have current and historical data to help determine what their expenses will be for the next year. We provide line item detail for those that want it and training was provided to all managers and directors about how to enter the data into Multiview. This has been a big change but the managers and directors are embracing the change and like that they can make these decisions inside of the system. It also makes it much easier for the accounting staff to get the information into Multiview for reporting purposes for the next year. Previously, we had to hand key every account into the system and this took many hours to enter and validate. Since we are entering the information into Multiview, we can

just run a job to get the information into a usable format. This is a nice feature for the organization for the future.

Revenue has been challenging this year due to Covid-19. Our first assumption is that we will move to back to a level of normalcy with regards to volume. We have reviewed the cost to charge ratios for all of the departments and have determined that there are four areas in which the charges are not currently covering expenses in those departments. The four areas are Oncology, Inpatient, Ambulance and Rural Health Clinic. We will be increasing three of the four above in order to do a better job making these areas profitable. On the opposite side of the spectrum, we have areas that are charging too much compared to our market and these areas will be frozen from a price increase again this year. These departments are Lab, MRI and CT. Materials and pharmacy are set to a matrix as items come in so they will also not be part of an overall price increase. All other areas will see a 3.5% increase which is a modest overall, and we will see an increase of approximately 2.0% due to the fluctuations between departments and volumes. All of our insurance contracts allow us at least a 4% increase each year without penalty to our payments. With regards to expenses, we expect an inflation increase of 4.3% for medications, 3.3% for supplies and 10% for the employee health insurance plan. We are budgeting an overall pool of salary increases of 2.0%

We have also put together a five year capital replacement plan and for the purpose of this budget, we are only focused on the first year which is 2021. We have several items that need to be replaced or that needs to be on the list to replace if it breaks. There will always be capital needs in the organization and we do our best to quantify what those needs are and prioritize the items and determine when it will be best for the organization to address the needs. This capital

replacement plan will be kept up to date going forward and will also serve the needs of the strategic planning committee.

CHANGES FROM THE PRIOR YEAR:

There have been many challenges that have come with 2020 and they have affected every aspect of Pagosa Springs Medical Center. Covid-19 surfaced in late February and began a journey that has led us to try to budget for 2021 with a lot of factors that are out of our control. We have spent roughly \$400,000 on additional supplies (mostly PPE) in order to make sure that we could keep our patients and employees safe. In many cases, we paid a premium for these items, but we were able to keep them on our shelf when other facilities were not able to do so. Surgery was shut down for non-emergent cases from March 18, 2019 to April 26, 2019 due to Covid-19 so revenue took a hit for that time period.

In the meantime, we received some federal CARES Act money that we have only currently used for supplies and will be evaluating what equipment needs would follow under the guidelines set forth. We will be audited on the use of these funds in the near future and they have to be completely expended by June 2021. We applied for and received Medicare accelerated payments, but have held those funds until we need it. Those funds have to be paid back and that has currently not begun. We also applied for the Payroll Protection Program and were awarded a significant amount of money to help us with payroll since we did not decrease our staff or hours, significantly. We have applied for forgiveness for the PPP funds and we are currently awaiting the decision.

The patient financial services staff had time to work a lot of old Accounts receivable due to the lack of revenue coming in during March, April and May. Our accounts receivable dropped by \$3 million dollars which was a tremendous outcome from a tremendous effort from the entire patient financial services department. The combination of this work and no significant loss of revenue has increased the financial status of the organization. We have seen larger net income this year than in years past and want to continue to build on this for the upcoming year.

Revenue will be hard to predict for the upcoming year. There have been so many nuances due to Covid-19 that certain areas will be difficult to predict. There will be an increase in the RHC revenue due to an increase in efficiencies. The oncology department has grown and with the recruitment of a new oncologist, we see the program continuing to grow. If we are able to implement a full pain management program in 2020, it will also enhance surgery and anesthesia revenue. The enhancement of this program could also lead to the ability to keep patients from out-migrating and possibly increase radiology revenue. With the purchase of a MRI in 2020, we will have the ability to provide more studies internally and we will no longer have an outmigration problem with regards to bariatrics.

Pagosa Springs Medical Center

Income Statement - - - Budget 2021

Page 7

| | 2019 Actual | Budget 2020 | Annualized 2020 Actual | Budget 2021 | Difference to Annualized 2020 | Variance to Ann 2020 |
|---|-------------------|-------------------|---------------------------|--------------------|----------------------------------|----------------------|
| Revenue | | | | | | |
| 7 Total In-patient Revenue | 5,483,013 | 5,705,770 | 4,504,220 | 5,284,819 | 780,599 | 17% |
| 17 Total Out-patient Revenue | 49,782,028 | 49,902,020 | 51,133,047 | 56,825,830 | 5,692,783 | 11% |
| 18 Professional Fees | 6,504,216 | 7,124,765 | 4,515,932 | 5,226,269 | 710,337 | 16% |
| 20 Total Patient Revenue | 61,769,257 | 62,732,555 | 60,153,199 | 67,336,918 | 7,183,719 | 12% |
| 21 Revenue Deductions & Bad Debt | | | | | | |
| 22 Contractual Allowances | 28,167,670 | 30,015,000 | 29,210,127 | 32,877,233 | 3,667,106 | 13% |
| 23 Charity | 746,437 | 1,000,000 | 26,293 | 119,022 | 92,729 | 353% |
| 24 Bad Debt | 3,470,959 | 2,486,340 | 1,713,303 | 2,613,960 | 900,657 | 53% |
| 25 Provider Fee & Other | (3,081,149) | (2,900,000) | (2,520,105) | (2,160,116) | 359,989 | -14% |
| 26 Total Revenue Deductions & Bad Debt | 29,303,917 | 30,601,340 | 28,429,617 | 33,450,099 | 5,020,482 | 18% |
| 27 Total Net Patient Revenue | 32,465,340 | 32,131,215 | 31,723,581 | 33,886,819 | 2,163,238 | 7% |
| 28 Grants | 89,852 | 1,036,000 | 932,056 | 346,440 | (585,616) | -63% |
| 28.5 HSS Stimulus Other Revenue | - | - | - | 500,000 | 500,000 | 100% |
| 29 Other Operating Income - Misc | 2,426,420 | 2,563,500 | 2,151,272 | 2,186,419 | 35,147 | 2% |
| 30 Total Net Revenues | 34,981,612 | 35,730,715 | 34,806,909 | 36,919,678 | 2,112,769 | 6% |
| Operating Expenses | | | | | | |
| 32 Salary & Wages | 18,652,419 | 19,283,001 | 18,757,217 | 19,946,262 | 1,189,045 | 6% |
| 33 Benefits | 3,352,542 | 3,844,584 | 3,313,045 | 3,503,087 | 190,042 | 6% |
| 34 Professional Fees | - | 14,520 | 1,120 | 1,440 | 320 | 29% |
| 35 Professional Fees/Contract Labor | 307,381 | 397,730 | 319,263 | 356,468 | 37,205 | 12% |
| 36 Purchased Services | 2,158,291 | 2,176,319 | 1,802,363 | 1,914,362 | 111,999 | 6% |
| 37 Supplies | 4,915,130 | 4,785,285 | 5,456,905 | 6,212,931 | 756,026 | 14% |
| 38 Rent & Leases | 519,305 | 459,396 | 440,084 | 172,923 | (267,161) | -61% |
| 39 Repairs & Maintenance | 538,505 | 575,315 | 548,109 | 590,918 | 42,809 | 8% |
| 40 Utilities | 470,669 | 556,733 | 374,761 | 439,776 | 65,015 | 17% |
| 41 Insurance | 313,792 | 304,700 | 327,471 | 311,650 | (15,821) | -5% |
| 42 Depreciation & Amortization | 1,858,800 | 1,844,097 | 1,772,203 | 1,948,200 | 175,997 | 10% |
| 43 Interest | 1,094,344 | 1,002,802 | 1,071,448 | 1,012,430 | (59,018) | -6% |
| 44 Other | 1,356,457 | 1,440,592 | 1,536,615 | 1,688,353 | 151,738 | 10% |
| 45 Total Operating Expenses | 35,537,635 | 36,685,074 | 35,720,604 | 38,098,800 | 2,378,196 | 7% |
| 46 Operating Revenue Less Expenses | (556,023) | (954,359) | (913,695) | (1,179,122) | (265,427) | 29% |
| Non-Operating Income | | | | | | |
| 48 Tax Revenue | 1,228,832 | 1,200,000 | 1,273,765 | 1,288,883 | 15,118 | 1% |
| 49 Donations | 515,811 | 200,000 | 382,122 | 200,000 | (182,122) | -48% |
| 50 Total Non-Operating Income | 1,744,643 | 1,400,000 | 1,655,887 | 1,488,883 | (167,004) | -10% |
| 51 Total Revenue Less Total Expenses | 1,188,620 | 445,641 | 742,192 | 309,761 | (432,431) | -58% |

Pagosa Springs Medical Center
Budget Cash Statement
Budget Year 2021

Budget
2021

| | | |
|---|----|------------|
| Net Revenue Collections | \$ | 33,886,819 |
| Grants (1) | \$ | 346,440 |
| Other Income (2) | \$ | 2,186,419 |
| HSS Stimulus Other Revenue | \$ | 500,000 |
| Mill Levy | \$ | 1,288,883 |
| Donations | \$ | 200,000 |
| Total Collections | \$ | 38,408,561 |
| Expenses Less Depr | \$ | 36,150,600 |
| Bond Payments | \$ | 995,000 |
| Capital Outlay (3) | \$ | 616,934 |
| Total Outlay | \$ | 37,762,534 |
| Net increase in Cash | \$ | 646,027 |
| Beginning Cash | | 5,764,156 |
| Ending Cash Before PPP Loan Forgiveness | \$ | 6,410,183 |
| PPP Loan Forgiveness | \$ | 3,740,044 |
| Ending Cash with PPP Cash | \$ | 10,150,227 |

(1) Grants include 192,000 for CO EMS grant and SHIP Grant

(2) Other income includes 340B revenue, cafeteria revenue and other misc revenue.

(3) Capital Outlay includes \$280,934 for capital and \$336,000 for MRI.

Pagosa Springs Medical Center
FTE Budget
Budget Year 2021

| Dept | Dept Name | 2017 Budget FTE | 2018 Budget FTE | 2019 Budget FTE | 2020 Budget FTE | 2021 Budget FTE | Variance | Percent |
|-------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------|----------|
| 600 Total | Med Surg | 10.40 | 10.50 | 10.70 | 14.31 | 11.32 | (2.99) | -20.89% |
| 610 Total | ER | 9.90 | 9.90 | 9.60 | 9.77 | 9.74 | (0.03) | -0.31% |
| 615 Total | ER Physicians | 4.40 | 4.40 | 4.50 | 4.56 | 4.21 | (0.35) | -7.68% |
| 700 Total | Lab | 9.60 | 9.70 | 10.50 | 9.87 | 9.28 | (0.59) | -5.98% |
| 710 Total | Radiology | 4.80 | 4.80 | 4.60 | 8.51 | 8.99 | 0.48 | 5.64% |
| 720 Total | Pharmacy | 3.60 | 3.60 | 2.90 | 2.90 | 3.00 | 0.10 | 3.45% |
| 721 Total | Infusion | 1.00 | 1.00 | 1.50 | 0.90 | 3.65 | 2.75 | 305.56% |
| 722 Total | Cardiopulmonary | 1.00 | 1.00 | 2.00 | 2.10 | 2.01 | (0.09) | -4.29% |
| 725 Total | Physicial Therapy | 1.00 | 1.00 | 1.10 | 1.29 | 1.24 | (0.05) | -3.88% |
| 726 Total | Speech | - | - | - | 0.02 | 0.02 | - | 0.00% |
| 728 Total | Cardiology | 0.80 | 0.80 | 1.00 | 0.02 | 0.08 | 0.06 | 300.00% |
| 729 Total | Oncology | - | 3.60 | 5.00 | 5.81 | 4.53 | (1.28) | -22.03% |
| 730 Total | Central Supply | 2.10 | 2.10 | 3.00 | 3.01 | 2.51 | (0.50) | -16.61% |
| 731 Total | Biomedical | 0.90 | 0.90 | 1.20 | 1.17 | 1.18 | 0.01 | 0.85% |
| 740 Total | Dietary | 6.40 | 6.40 | 6.90 | 7.07 | 6.40 | (0.67) | -9.48% |
| 760 Total | OR | 9.00 | 9.10 | 9.50 | 8.47 | 8.69 | 0.22 | 2.60% |
| 761 Total | Recovery | 4.00 | 4.00 | 4.00 | 4.26 | 3.07 | (1.19) | -27.93% |
| 762 Total | Anesthesia | 1.30 | 1.30 | 1.50 | 2.00 | 2.00 | - | 0.00% |
| 763 Total | OR Physician | 1.00 | 1.00 | 1.00 | 0.94 | 1.00 | 0.06 | 6.38% |
| 765 Total | Specialty Clinic | 1.10 | 1.10 | 2.00 | 2.50 | 2.19 | (0.31) | -12.40% |
| 790 Total | Ambulance | 27.60 | 27.60 | 26.10 | 26.43 | 26.74 | 0.31 | 1.17% |
| 791 Total | RHC | 35.80 | 35.80 | 36.20 | 29.42 | 31.29 | 1.87 | 6.36% |
| 792 Total | EMS Training | 0.60 | 0.60 | 0.60 | 0.57 | 0.39 | (0.18) | -31.58% |
| 793 Total | Hospitalist | 2.20 | 2.30 | 2.00 | 1.86 | 2.06 | 0.20 | 10.75% |
| 794 Total | RHC Providers | 6.50 | 8.50 | 7.40 | 10.52 | 11.26 | 0.74 | 7.03% |
| 800 Total | Administration | 4.20 | 4.20 | 4.10 | 4.18 | 5.00 | 0.82 | 19.62% |
| 801 Total | Quality | 3.80 | 3.80 | 1.00 | 1.51 | 1.00 | (0.51) | -33.77% |
| 802 Total | Infection Control | - | - | - | 0.50 | 1.00 | 0.50 | 100.00% |
| 803 Total | Informatics | 5.10 | 5.10 | 5.10 | 4.11 | 4.40 | 0.29 | 7.06% |
| 806 Total | Compliance | 1.70 | 1.70 | 1.80 | 1.75 | 1.75 | - | 0.00% |
| 807 Total | Physician Recruiting | - | - | - | 0.20 | - | (0.20) | -100.00% |
| 809 Total | Nursing Admin | 1.10 | 1.10 | 2.00 | 1.02 | 1.01 | (0.01) | -0.98% |
| 810 Total | Medical Staff Office | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - | 0.00% |
| 815 Total | Human Resources | 2.00 | 2.00 | 2.00 | 1.70 | 2.79 | 1.09 | 64.12% |
| 820 Total | Plant Operations | 3.40 | 3.40 | 3.60 | 3.48 | 5.46 | 1.98 | 56.90% |
| 825 Total | Housekeeping | 9.10 | 9.10 | 10.00 | 9.25 | 10.16 | 0.91 | 9.84% |
| 830 Total | Accounting | 7.30 | 7.30 | 5.00 | 4.03 | 4.02 | (0.01) | -0.25% |
| 835 Total | Registration | 28.50 | 28.50 | 26.10 | 19.20 | 16.43 | (2.77) | -14.43% |
| 840 Total | Medical Records | 8.70 | 8.70 | 6.20 | 4.00 | 3.01 | (0.99) | -24.75% |
| 845 Total | Business Office | 12.10 | 12.10 | 14.10 | 13.31 | 14.05 | 0.74 | 5.56% |
| 850 Total | IT | - | - | - | 2.06 | 2.01 | (0.05) | -2.43% |
| 861 Total | Fundraising | - | - | 0.30 | 0.72 | 1.00 | 0.28 | 38.89% |
| 862 Total | Community Relations | - | - | 2.30 | 2.55 | 1.07 | (1.48) | -58.04% |
| Grand Total | | 234.00 | 240.00 | 240.40 | 233.85 | 233.01 | (0.84) | -0.35% |

Pagosa Springs Medical Center
Capital Budget 2021
Capital Replacement Plan Thru 2025

| Dept | Item | Cost | Year Purchase | Useful Life | Use |
|---------------------|--|-----------|---------------|-------------|---|
| Information Systems | HP Switches - to replace aging Comm Equipment | 21,538.46 | 2021 | 5 | Replace our aging Network Switches in the Data Center and our Data Closets. Most of our switches are over 7 years old and are nearing End-of-Life/End-of-Support. In addition to replacing these switches, we will receive a lifetime replacement guarantee if any are to fail. Any failure of our current switching environment will essentially render whatever part of the building with the hardware failure from being able to access either our internal network or the outside internet. Updating these switches will also allow us to increase our internal network speeds by 1000% from 1GB to 10GB. This will make internal data transfers, database changes, high volume imaging transfers (like Radiology) much faster and more reliable. Only replacing 4 instead of 13. |
| Information Systems | 3 Dell Physical Servers - to host Virtual Server Environment | 30,000.00 | 2021 | 5 | Implement a Secondary Data Center located at EMS to support PSMC virtual server computing environment. Currently there is a single point of failure for our server and storage environment. Any catastrophic failures to the hardware would result in a severely degraded network and computing experience that could take 2-3 weeks to remedy if we have to purchase and then setup equipment after a failure. |
| Information Systems | VMWare Licensing and Support for Virtual Server environment | 40,000.00 | 2021 | 5 | Implement a Secondary Data Center located at EMS to support PSMC virtual server computing environment. Currently there is a single point of failure for our server and storage environment. Any catastrophic failures to the hardware would result in a severely degraded network and computing experience that could take 2-3 weeks to remedy if we have to purchase and then setup equipment after a failure. |
| Information Systems | Dell Storage Array | 45,000.00 | 2021 | 5 | Implement a Secondary Data Center located at EMS to support PSMC virtual server computing environment. Currently there is a single point of failure for our server and storage environment. Any catastrophic failures to the hardware would result in a severely degraded network and computing experience that could take 2-3 weeks to remedy if we have to purchase and then setup equipment after a failure. |
| Inpatient | Nursing computer system WOW's | 75,000.00 | 2021 | 5 | Placeholder for nursing computer documentation equipment TBD by IT and Nursing Admin. |
| Plant Operations | Bionix Electrical Receptacle Tester | 9,550.00 | 2021 | 5 | |
| Plant Operations | Replace Main Corridor Lighting | 19,846.00 | 2021 | 15 | |
| Surgery | EPS Scope Washer | 40,000.00 | 2021 | 7 | Past end of life. New water source with the construction will determine when need to replace. |

280,934.46

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

Formal Written Resolution 2020-22

November 17, 2020

WHEREAS, the Board of Directors of Upper San Juan Health Service District (“USJHSD”) has received a presentation about 3D mammography affirming that Breast Cancer is the second leading cause of death of women, that 3D mammography is the standard of care, and implementation of 3D mammography at PSMC will improve the diagnosis, treatment and prevention of Breast Cancer for patients in our community.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to approve a fundraising campaign for 3D mammography.

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

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

Formal Written Resolution 2020-23

November 17, 2020

WHEREAS, the Board of Directors of Upper San Juan Health Service District (“USJHSD”) has received information about hazard pay as follows:

- The CARES Act allows medical centers to use stimulus funds to pay employees hazard pay.
- Hazard pay is fitting for medical center employees who have shouldered additional burdens due to the COVID-19 pandemic.
- PSMC staff have all endured substantial workload, high stress and additional risks in responding to the COVID-19 pandemic.
- PSMC proposes to pay every staff member hazard pay (the CEO, COO, CAO and CFO would forego hazard pay) as follows:
 - Every employee still employed as of November 30, 2020 will be paid up to the gross amount of \$1,000 prorated for the amount of months the employee worked shifts during the pandemic since March 1, 2020 (for example, if an employee commenced work for PSMC in May of 2020 and worked shifts for all 7 months from May through November, the employee will be paid 7/9 of the hazard pay resulting in the gross amount of \$777.78).
- The estimated total cost of the hazard pay is as follows:
 - PSMC payment of hazard pay: \$229,000
 - PSMC contribution to retirement: \$13,740
 - PSMC contribution to payroll taxes: \$11,450
 - Total estimated cost: \$254,190
- PSMC staff are essential to effectively responding to the pandemic in our community and the work of PSMC staff is valued and should be supported with the proposed hazard pay.

Upper San Juan Health Service District
Resolution No. 2020-23
Page 2

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to approve the hazard pay set forth in this resolution.

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

UPPER SAN JUAN HEALTH SERVICE DISTRICT
D/B/A PAGOSA SPRINGS MEDICAL CENTER
RESOLUTION (No. 2020-24) TO ADOPT BUDGET

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE UPPER SAN JUAN HEALTH SERVICE DISTRICT FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2021 AND ENDING ON THE LAST DAY OF DECEMBER 2021.

WHEREAS, the Board of Directors of the Upper San Juan Health Service District (“USJHSD”) has appointed its Chief Executive Officer to prepare and timely submit a proposed 2021 budget; and

WHEREAS, the Chief Executive Officer has caused a proposed 2021 budget to be submitted to the USJHSD Board for its consideration; and

WHEREAS, upon due and proper notice, published in accordance with the law on October 8, 2020, said proposed budget was open for inspection by the public at a designated place, and a public hearing was held on October 13, 2020 and interested electors were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, the budget has been prepared to comply with the terms, limitations and exemptions of laws or obligations which are applicable to or binding upon the District; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues or planned to be expended from reserves/fund balances so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Upper San Juan Health Service District:

1. That estimated expenditures for each fund are as follows:

| | |
|-------------------|---------------------|
| General Fund | \$47,823,878 |
| Debt Service Fund | 0 |
| Total | \$47,823,878 |

2. That estimated revenues for each fund are as follows:

| | |
|--|---------------------|
| General Fund | |
| From unappropriated surpluses | \$10,061,344 |
| From Funds Transfers | 0 |
| From sources other than general property tax | \$37,762,534 |
| From general property tax | \$1,288,883 |
| Total | \$49,112,761 |

Upper San Juan Health Service District

Resolution No. 2020-24

Page 2

Debt Service Fund

| | |
|--|----------|
| From unappropriated surpluses | \$ 0 |
| From Funds Transfers | 0 |
| From sources other than general property tax | 0 |
| From general property tax | <u>0</u> |
| Total | 0 |

3. That the budget, be, and the same hereby is, approved and adopted as the budget of the Upper San Juan Health Service District for the 2021 fiscal year.
4. That the budget, as hereby approved and adopted, shall be signed by the Chairman of the Board of the District and made a part of the public records of the District.

UPPER SAN JUAN HEALTH SERVICE DISTRICT

Greg Schulte, Chairman

Date

Attest:

DISTRICT SEAL

Heather Thomas, Clerk to the Board

Date

UPPER SAN JUAN HEALTH SERVICE DISTRICT
D/B/A PAGOSA SPRINGS MEDICAL CENTER
RESOLUTION (No. 2020-25) TO SET MILL LEVIES

A RESOLUTION LEVYING PROPERTY TAXES FOR THE YEAR 2021 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE UPPER SAN JUAN HEALTH SERVICE DISTRICT FOR THE 2021 BUDGET YEAR.

WHEREAS, on November 17, 2020, the Board of Directors of the Upper San Juan Health Service District (“USJHSD”) adopted, in accordance with the Colorado local government budget law, the 2021 annual budget; and

WHEREAS, the amount of money necessary to balance the budget for general operating purposes from property tax revenue is \$1,288,883; and

WHEREAS, the amount of money necessary to balance the budget for debt service expenses is \$0; and

WHEREAS, the 2020 valuation for assessment for the District, as certified by the Assessors of Archuleta, Hinsdale and Mineral Counties, is \$328,514,679;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of USJHSD:

1. That for the purposes of meeting all general operating expenses of USJHSD during the 2021 budget year, there is hereby levied a tax of 3.884 mills upon each dollar of the total valuation for assessment of all taxable property within USJHSD for the year 2020, to raise \$1,288,883 in revenue.
2. That for the purposes of meeting all debt service expenses of USJHSD during the 2020 budget year, there is hereby levied a tax of 0.0 mills upon each dollar of the total valuation for assessment of all taxable property within USJHSD for the year 2020, to raise \$0 in revenue.
3. That the Treasurer and/or the Chairman of USJHSD is hereby authorized and directed, to immediately certify to the County Commissioners of Archuleta, Hinsdale and Mineral Counties, Colorado, the mill levy for the District as hereinabove determined and set.

Upper San Juan Health Service District

Greg Schulte, Chairman

Date

Attest:

DISTRICT SEAL

Heather Thomas, Clerk to the Board

Date

Upper San Juan Health Service District

Resolution No. 2020-25

Page 2

[PAGE INTENTIONALLY LEFT BLANK FOR FINAL CERTIFIED ASSESSED
VALUATION AND TAX REVENUES OF ARCHULETA, HINSDALE, AND MINERAL
COUNTIES, AS APPLICABLE]

UPPER SAN JUAN HEALTH SERVICE DISTRICT
RESOLUTION (No. 2020-26) TO APPROPRIATE SUMS OF MONEY

A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNT AND FOR THE PURPOSE AS SET FORTH BELOW, FOR THE UPPER SAN JUAN HEALTH SERVICE DISTRICT FOR THE 2020 BUDGET YEAR.

WHEREAS, on November 17, 2020, the Board of Directors of the Upper San Juan Health Service District ("USJHSD") adopted, in accordance with the Colorado local government budget law, the 2021 annual budget; and

WHEREAS, the Board of Directors of USJHSD has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget; and

WHEREAS, it is not only required by law, but also necessary to appropriate the revenues and reserves or fund balances provided in the budget to and for the purposes described below, as more fully set forth in the budget, including any interfund transfers listed therein, so as not to impair the operations of USJHSD.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Upper San Juan Health Service District that the following sums are hereby appropriated from the revenues of each fund, to each fund, for the purposes stated:

| | |
|-----------------------------------|---------------------|
| General Fund: | \$37,762,534 |
| Fund Balance Contingency | 0 |
| Debt Service Fund - Net: | 0 |
| Unexpended Surplus – General Fund | \$10,061,344 |
| Unexpended Surplus – Debt Service | 0 |
| From general property tax | \$1,288,883 |
| Total | \$49,112,761 |

Upper San Juan Health Service District

 Greg Schulte, Chairman

 Date

Attest:

DISTRICT SEAL

 Heather Thomas, Clerk to the Board

 Date



MINUTES OF SPECIAL BOARD MEETING
Tuesday, October 13, 2020
5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors of the Upper San Juan Health Service District (the “Board”) held its regular board meeting on October 13, 2020, at Pagosa Springs Medical Center, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chair Greg Schulte, Vice-Chair Matt Mees, Treasurer-Secretary Dr. King Campbell, Director Jason Cox, and Director Mark Zeigler.

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

Director(s) Absent: None

1) CALL TO ORDER

- a) Call for quorum: Chair Schulte called the meeting to order at 5:03 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: Chair Schulte advised that even though the special meeting time was changed to 5:00 p.m., the notice for the Public Hearing stated the hearing would begin at 5:30 p.m., therefore the Public Hearing would be opened at the specified time. The Board noted approval of the agenda.

2) PUBLIC COMMENT

There was none.

3) RECOGNITION: PSMC’s LAB

CEO, Dr. Rhonda Webb, acknowledged lab employees as “unsung heroes of PSMC.” Appreciation was noted by the Board as well.

4) PUBLIC HEARING ON THE PROPOSED 2021 BUDGET FOR USJHSD:

- a) **Open the Public Hearing on the proposed 2021 budget:** Chair Schulte opened the Public Hearing at 5:35 p.m. MST.
 - i) CEO direction for 2021

CEO Dr. Webb stated that due to the unprecedented circumstances of this time, it has been

difficult to forecast a budget for the upcoming year.

ii) CFO's overview of the budget

CFO Chelle Keplinger presented and discussed the attached 2021 Budget Proposal.

iii) Questions/comments of the Board

Questions were asked and answered.

Director Cox noted his appreciation for the addition of the capital replacement plan as presented in the in the budget proposal as well as that he was pleased with the proposed budget.

Chair Schulte voiced his concern regarding if it is reasonable to expect that there will be a full year of normalcy beginning January 2021 regarding volume. Chair Schulte also requested to see an estimated year-end for 2020.

iv) Questions/comments of the public

There were none.

b) **Close the Public Hearing:** Chair Schulte closed the Public Hearing at 6:15 p.m. MST.

5) PRESENTATION – Strategic Planning Committee

Chair Schulte gave a brief introduction stating an initial community group of six people, plus committee members, met on October 1st.

Director Cox noted that the driver of this process was to create a true strategic plan with clear set of goals and vision. The committee proposed to meet on a quarterly basis to check progress toward those goals and vision. Director Cox further explained the strategic planning process stating the goal of the small community group was to represent multiple constituents and voice their feedback, which is noted within the attached report of community member comments. The next step is to receive Board feedback and then further present it to the general public for open comments to identify if further revisions would be needed.

Director Cox then discussed the attached draft goals.

Chair Schulte noted one of the most noteworthy insights from the small community group meeting was that significant explanation and education regarding PSMC's story is needed. Further discussion ensued.

Chair Schulte then inquired of the Board suggestions on how to engage the larger public during the midst of a pandemic. Suggestion was made by Director Dr. Pruitt to conduct multiple small meetings of experts of various subject matter.

Chair Schulte proposed for the Strategic Planning Committee to reconvene and refine the proposed public outreach plan and how to do that, then report that plan to the Board.

Chair Schulte advised the Board to send ideas, feedback and possible public input sources directly to Clerk to the Board, Ms. Thomas.

6) REPORTS

a) **Oral Report**

i) Chair Report

Chair Schulte presented and voiced concern over a mail flyer that his wife received in the mail recently that was promoting Mercy Medical Center ER advising that he had contacted the chairman of the board for Mercy for clarification as to why the flyers are being mailed to residents of Pagosa Springs as it does not seem to be in the best interest of the patient to believe they have to drive an hour away for emergent care.

ii) CEO Report

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

- Day 228 of being in Emergency Operations
- SJBPH reports 62 positive Archuleta County residents – an increase of one from yesterday; 54 positive non-resident cases – an increase of one from yesterday as well.

- New research from Australia confirming the COVID-19 virus can live on surfaces of glass and currency up to 28 days – the flu virus can live on surfaces up to 17 days
- PSMC has performed 1,133 test to date.
- By October 26, PSMC should start to be able to see patients that have suspected COVID in the newly constructed back entrance to the clinic where two rooms have been converted to infection control areas with negative air pressure and cleanable hard surfaces. The patients will still first be screened at the front tent.
- Governor Polis has extended the mask order for 30 more days.
- CARES Act funding update: \$1.7 MM has been used for lost revenue, though legislature has just changed the rules, stating that CARES Act funds potentially cannot be used for lost revenue. Still waiting on further negotiations regarding use of funds.
- CEO Dr. Webb and CAO Bruzzese met with Senator Michael Bennett yesterday and was able to discuss with him the way rural hospitals are paid and how devastating taking back the CARES Act funds would be.

Questions were asked and answered.

- HVAC project is progressing and surgeries have been resumed.

CEO Dr. Webb noted she attended a Western Healthcare Alliance board meeting last week which proved to be informative.

Contract signed by Rachel Liverett, a long-time resident and RN for PSMC, is joining the Rural Health Care Clinic as a new practitioner licensed as a PA-C.

Questions were asked and answered.

iii) Committee Reports:

iv) Executive Committee

There was no report.

v) Foundation Committee

CEO Dr. Webb advised the Board the Foundation Committee met on September 28. At the meeting the audit was presented and was accepted by the Foundation Committee Board. A draft 2021 budget was also presented. CEO Dr. Webb advised Director Dr. Pruitt also joined as a new committee member.

vi) Facilities Committee

Vice-Chair Mees noted construction projects are moving along. New name suggestions are needed for Hot Dock. Vice-Chair Mees advised the new vestibule should be opened the week of November 16.

Questions were asked and answered.

vii) Finance Committee

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

Questions were asked and answered.

b) Written Reports

i) Operations Report

There were no questions.

ii) Medical Staff Report

There were no questions.

7) **DECISION AGENDA**

a) **Resolution 2020-20:**

CAO, Ann Bruzzese, gave an introduction regarding the proposed resolution.

Questions were asked and answered.

Director Dr. Pruitt motioned to accept Resolution 2020-20 regarding acceptance of the Quality Program Report. Upon motion seconded by Vice-Chair Mees, the Board unanimously accepted said resolution.

b) **Resolution 2020-21:**

Chair Schulte gave an introduction regarding the proposed resolution.

Questions were asked and answered.

Director Zeigler motioned to accept Resolution 2020-21 regarding approval of the Amended IGA for Dispatch. Upon motion seconded by Treasurer-Secretary Dr. Campbell, the Board unanimously accepted said resolution.

8) **CONSENT AGENDA**

Director Cox motioned to approve the regular meeting minutes of 08/25/2020, the Medical Staff report recommendations for new or renewal of provider privileges, and letter to DOLA.

Upon motion seconded by Vice-Chair Mees, the Board unanimously approved said consent agenda items.

9) **OTHER BUSINESS**

There was none.

10) **ADJOURN**

There being no further business, Chair Schulte adjourned the regular meeting at 7:25 p.m. MST.

Respectfully submitted by:

Heather Thomas, serving as Clerk to the Board