



NOTICE OF REGULAR BOARD MEETING OF
THE UPPER SAN JUAN HEALTH SERVICE DISTRICT
d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, January 24, 2023, at 5:00 PM
The Board Room (direct access – northeast entrance)
95 South Pagosa Blvd., Pagosa Springs, CO 81147

**FOR INFECTION CONTROL, PERSONS FROM THE PUBLIC ARE
ENCOURAGED TO ATTEND VIA ZOOM**

Please use this link to join the meeting: <https://us02web.zoom.us/j/83611276692>
or telephone (346) 248-7799 or (669) 900-6833
Zoom Meeting ID: 836 1127 6692

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 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) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) ~~Chair Report~~ ~~Chair Matt Mees~~
 - ii) CEO Report Dr. Rhonda Webb
 - iii) ~~Executive Committee~~ ~~Chair Mees and Vice Chair Kate Alfred~~
 - iv) ~~Foundation Committee~~ ~~Dir. Dr. Pruitt, Dir. Parada and CEO R. Webb~~
 - v) ~~Facilities Committee~~ ~~Chair Mees and COO C. Mundt~~
 - vi) ~~Strategic Planning Committee~~ ~~Dir. Cox, Dir. Rose and CEO R. Webb~~
 - vii) Finance Committee Report Treas.-Sec. Zeigler and CFO C.Keplinger
 - (a) [November Financials](#)
 - (b) [December Financials](#)
- b) **Written Reports** (*no oral report unless the Board has questions*)
 - i) [Medical Staff Report](#) Chief of Staff, Dr. John Wisneski

4) **DECISION AGENDA**

- a) [Information about the CNL](#) and Consideration of [Resolution 2023-02](#) regarding the proposed lease of approximately 40'x20' of PSMC land to the Community Development Corporation to house a Carrier Neutral Location building together with associated easements for fiber.
- b) Consideration of [Resolution 2023-03](#) to appoint a PSMC employee as the Designated Election Official; and
- c) Consideration of [Resolution 2023-04](#) to establish USJHSD terms for its regular May 2, 2023 election.

5) **CONSENT AGENDA** (The Consent Agenda is intended to allow Board approval, by a single motion, of matters that are considered routine. There will be no separate discussion of Consent Agenda matters unless requested.)

- a) Approval of Board Member absences:
 - i) Regular meeting of 01/24/2023
- b) Approval of Minutes for the following meeting(s):
 - i) [Regular Meeting of: 11/15/2022](#)
 - ii) [Special Meeting of 01/04/2023](#)
 - iii) [Special Meeting of 01/10/2023](#)
- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.
- d) [Board Meetings in 2023](#): Establish 2023 notice-posting-locations and the Board's regular meeting schedule in 2023.

6) **ANNUAL BUSINESS AND/OR ELECTION YEAR BUSINESS**

- a) Annual Business
 - i) Board members to complete and return their [annual disclosures for conflicts of interest and gift policy and disclosure form](#).
 - ii) *Information Only*: Copy of the [Transparency Notice](#) that was filed with DOLA by the deadline of 01/15/2023.
- b) Election Year Business - *Information Only*
 - i) [Copy of Call for Nominations 2023](#);
 - ii) [Copy of Self-Nomination and Acceptance Form](#);
 - iii) [Copy of Election Calendar dates](#).

7) **EXECUTIVE SESSION**

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

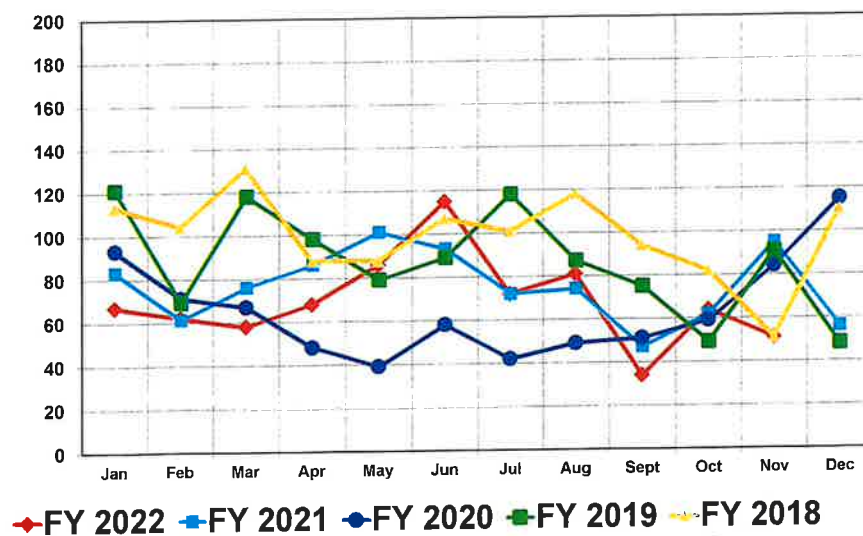
8) **OTHER BUSINESS**

9) **ADJOURN**

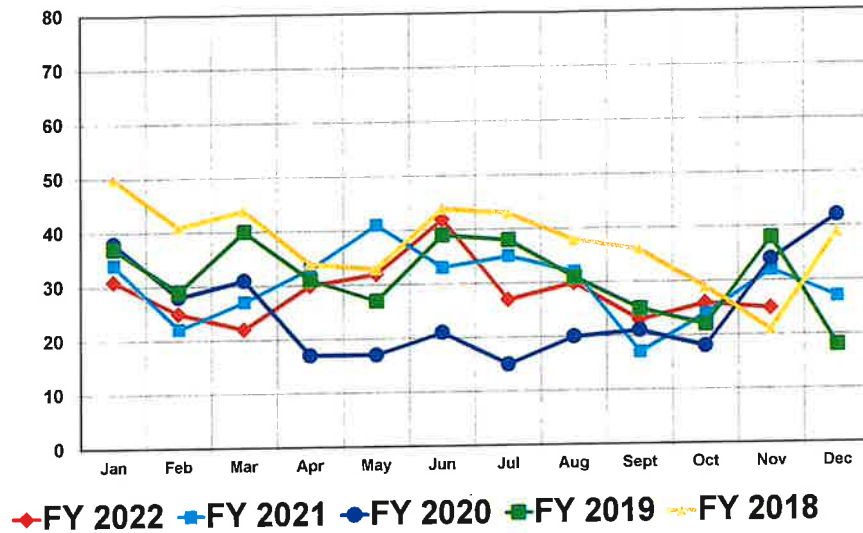


FINANCIAL PRESENTATION YTD NOVEMBER 2022

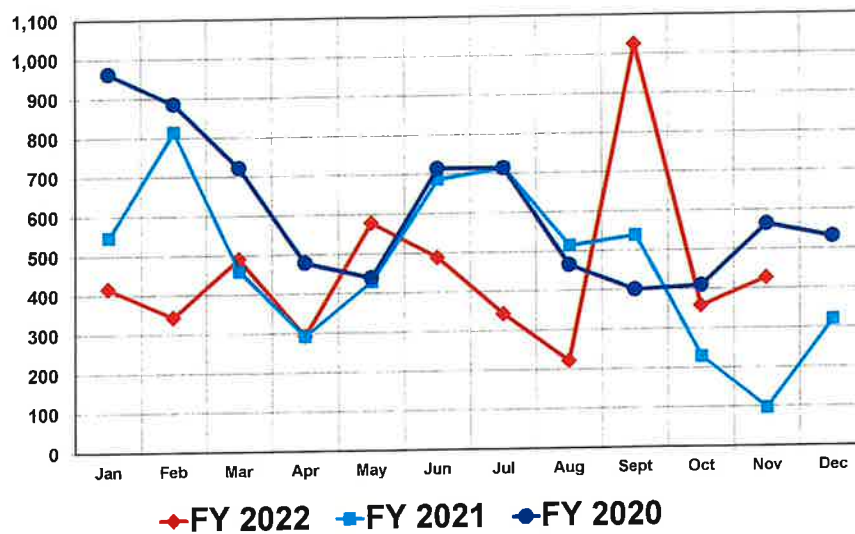
PATIENT DAYS

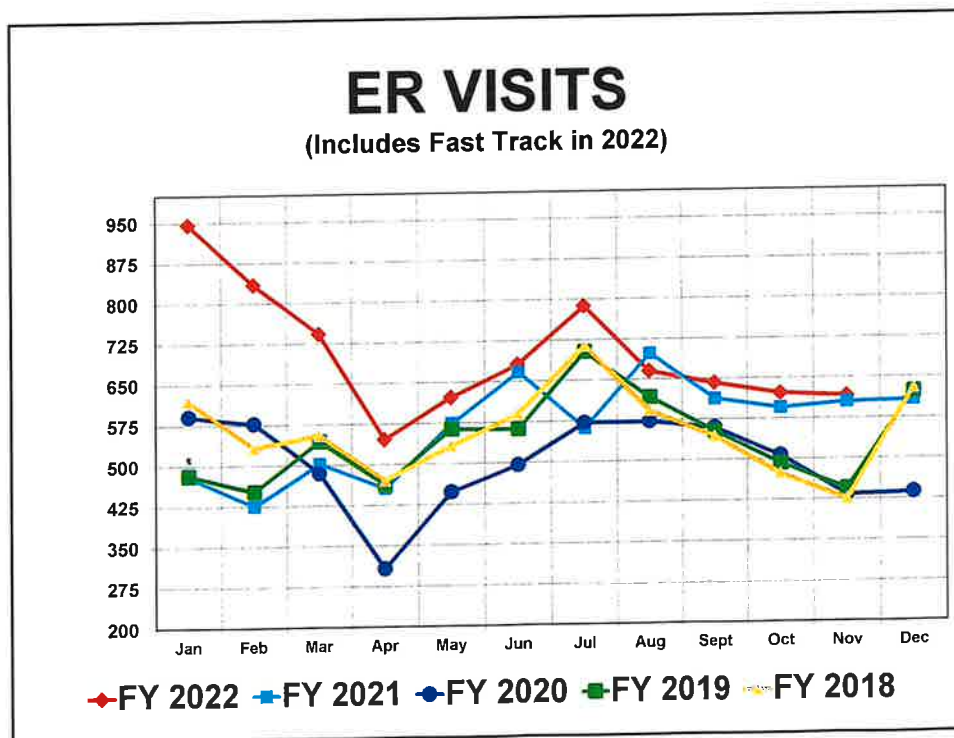
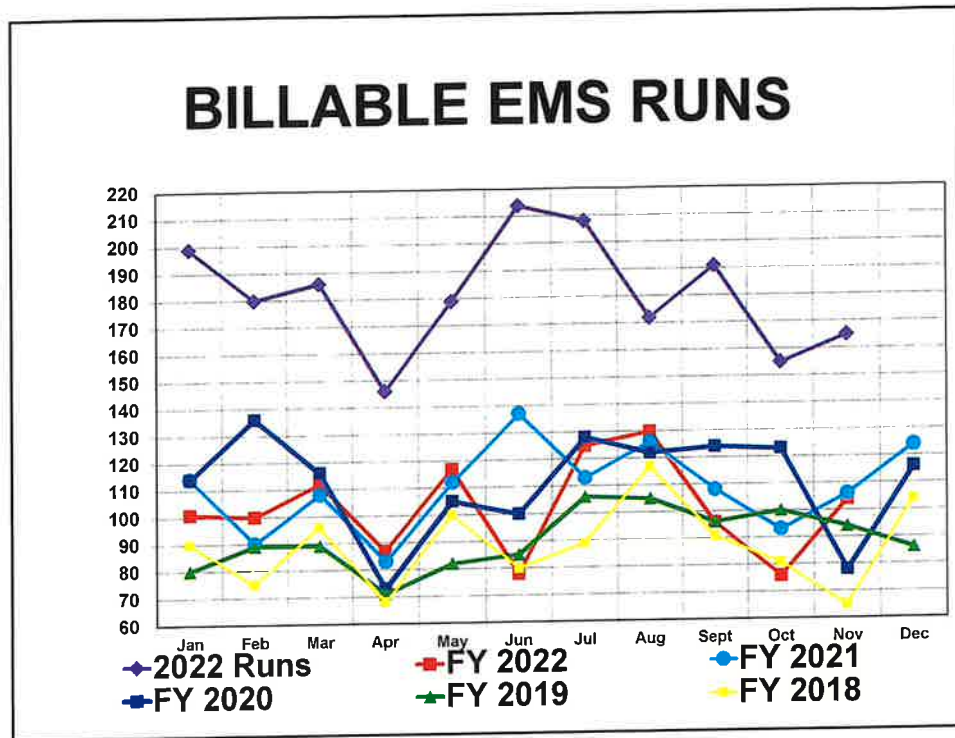


INPATIENT DISCHARGES

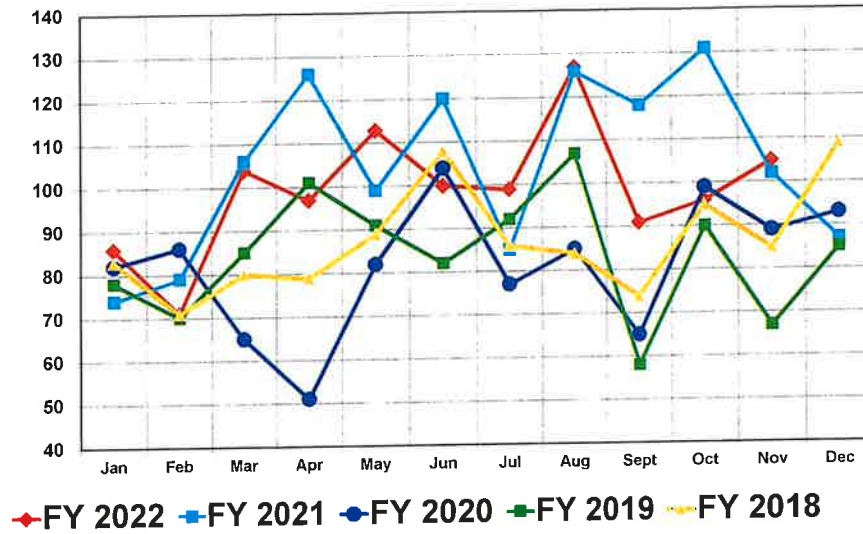


OBSERVATION HOURS

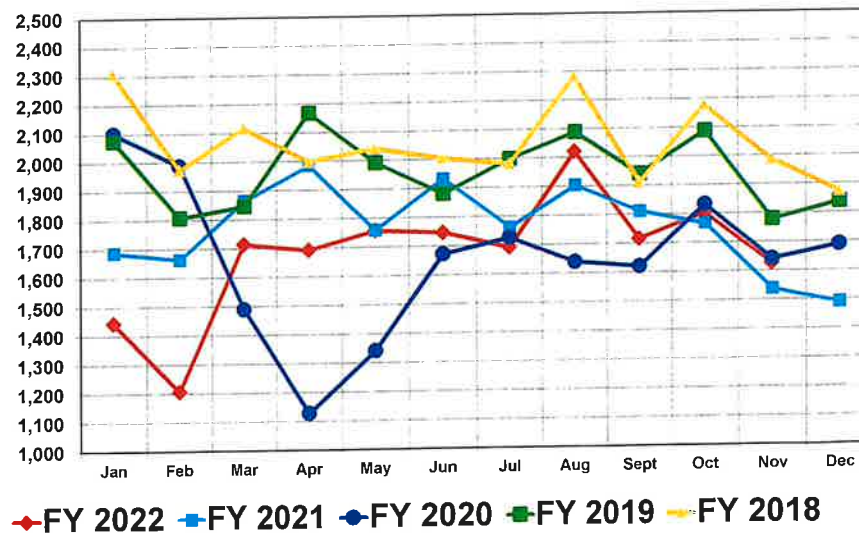


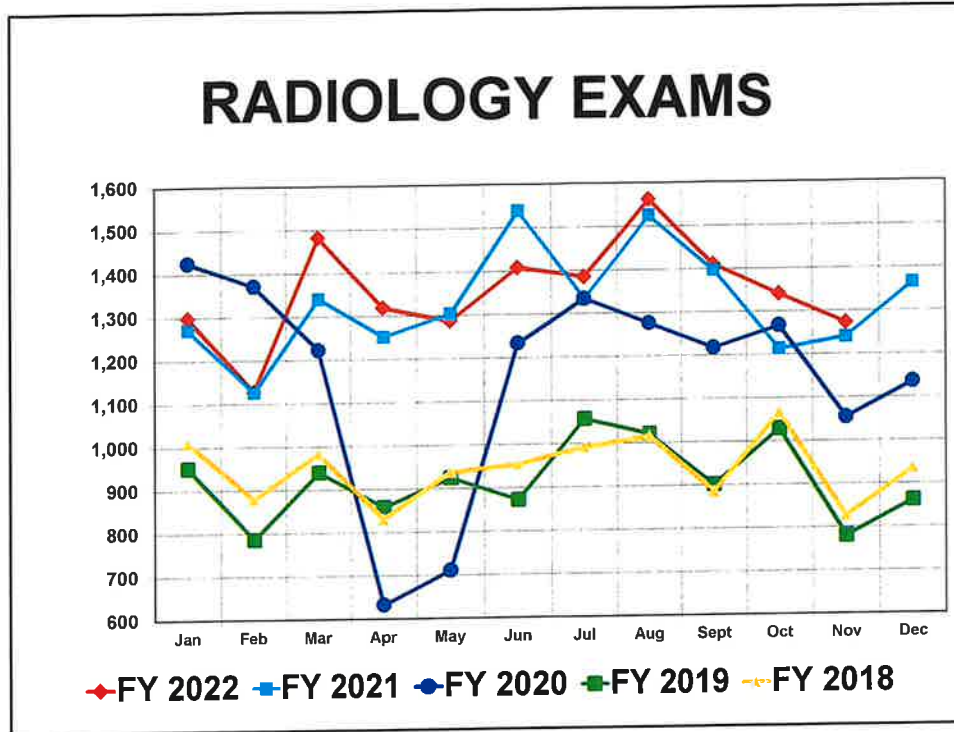


OR and PAIN Procedures



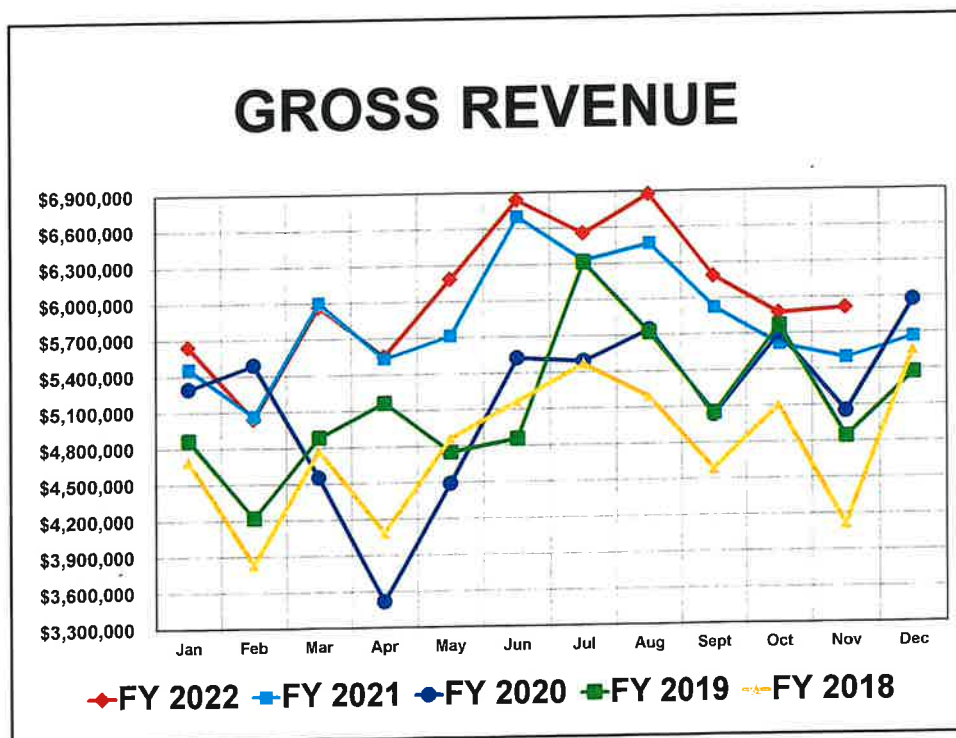
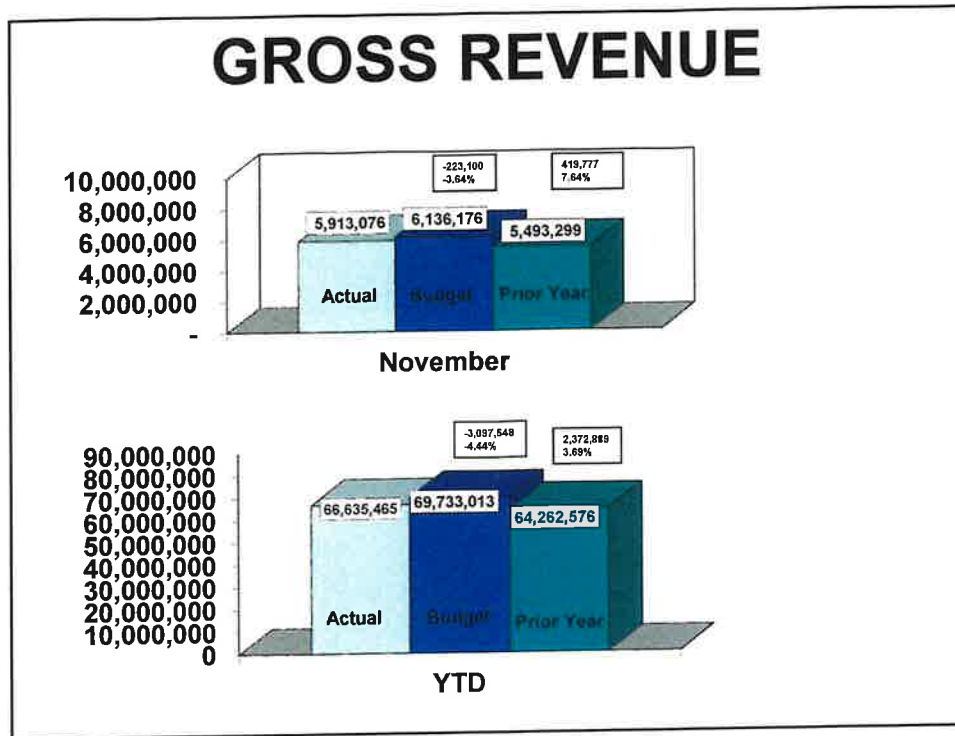
RURAL HEALTH CLINIC VISITS



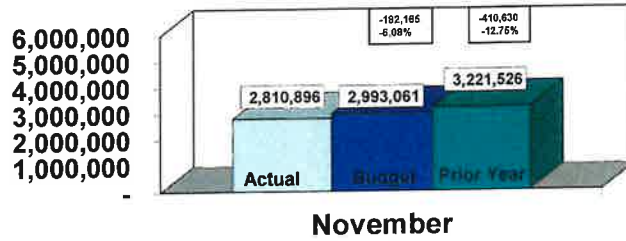


Summary of Financials

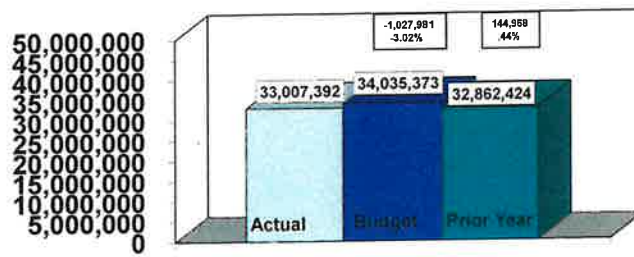
	October
Gross Revenue	\$ 5,875,864
Net Revenue	\$ 2,562,908
Expenses	\$ 3,878,028
Grants, 340B and Tax Revenue	\$ 744,110
Grants and 340B and Stimulus	\$ 719,911
Tax Revenue	\$ 24,199
Net Income	\$ -571,010



NET PATIENT REVENUE

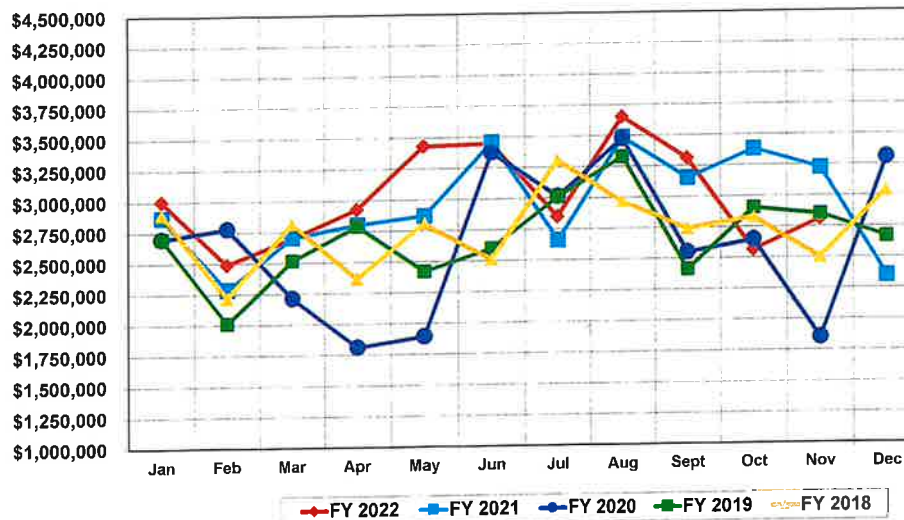


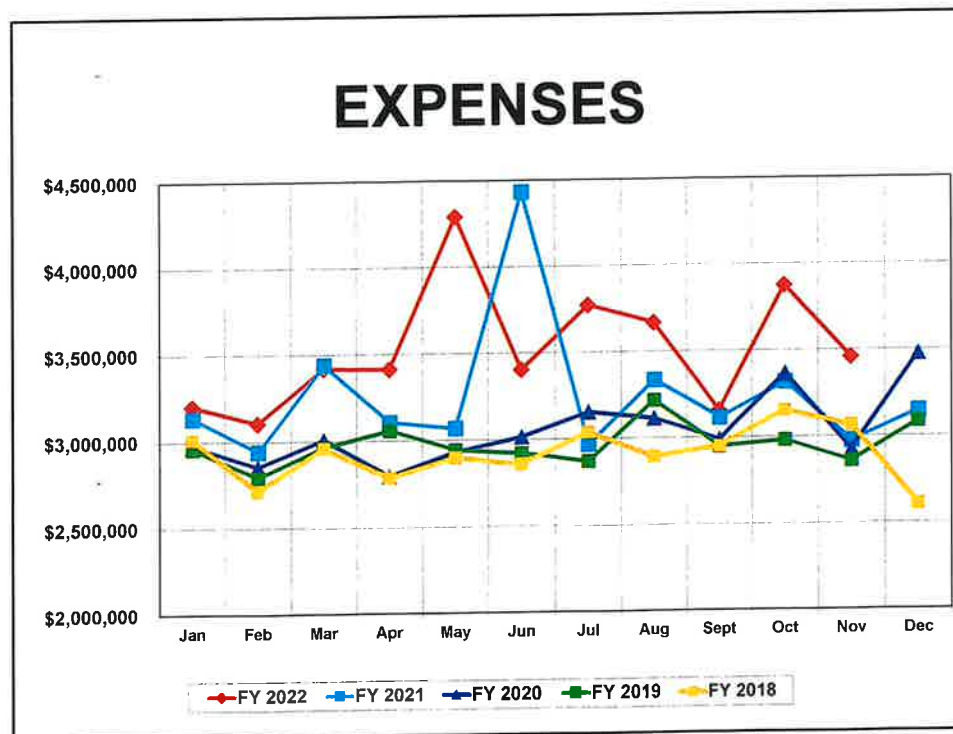
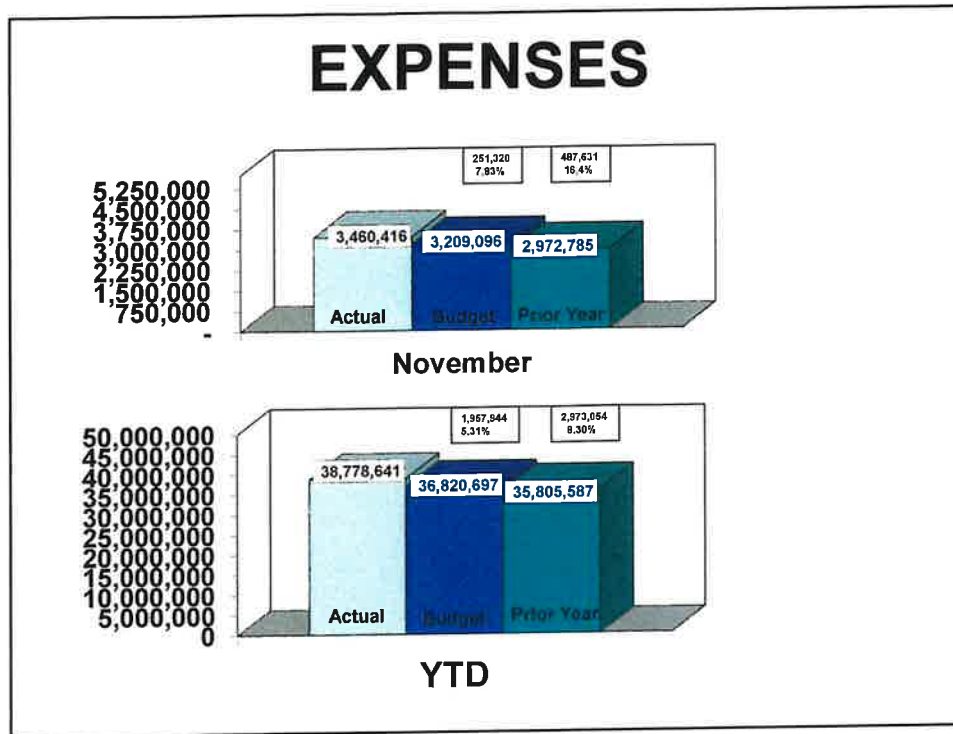
November

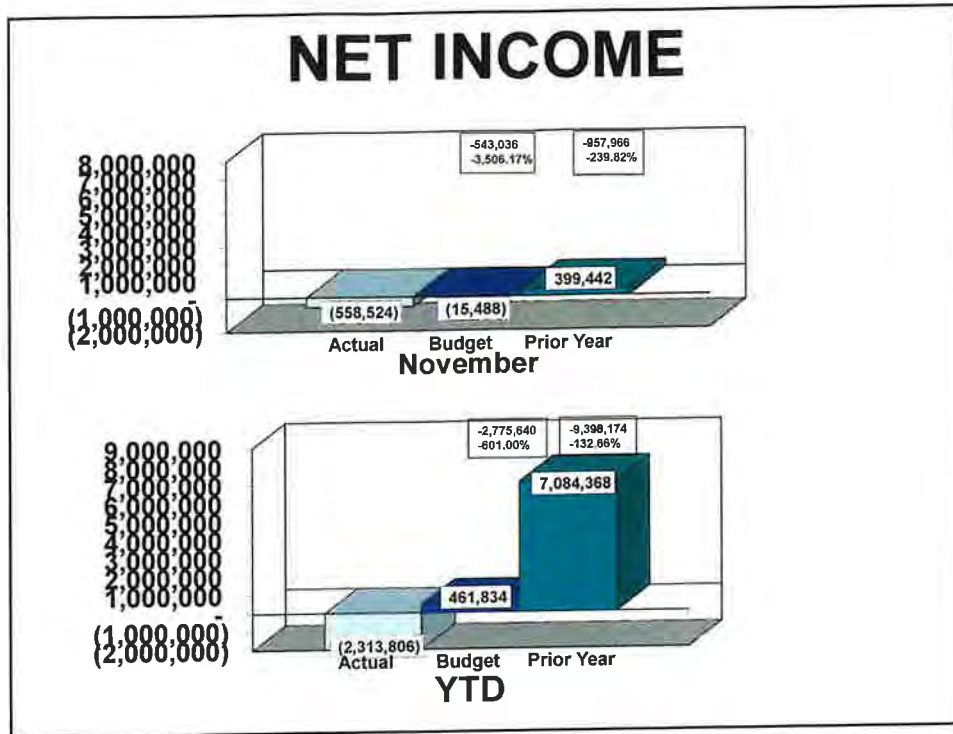


YTD

NET PATIENT REVENUE



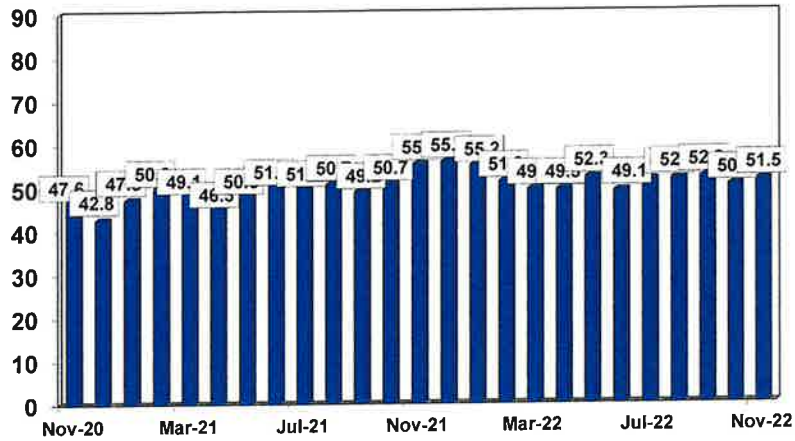




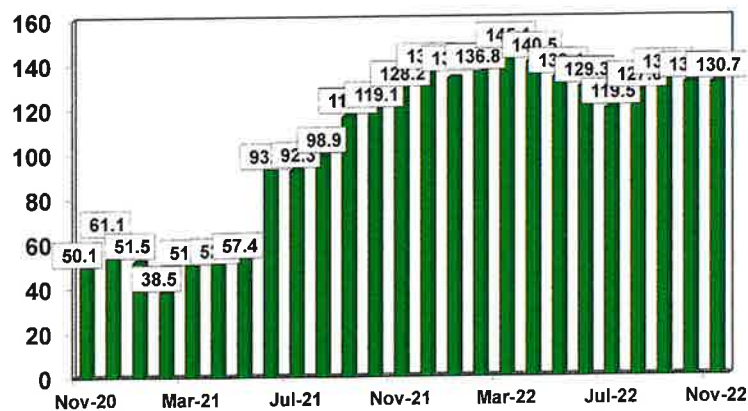
Summary of Financials

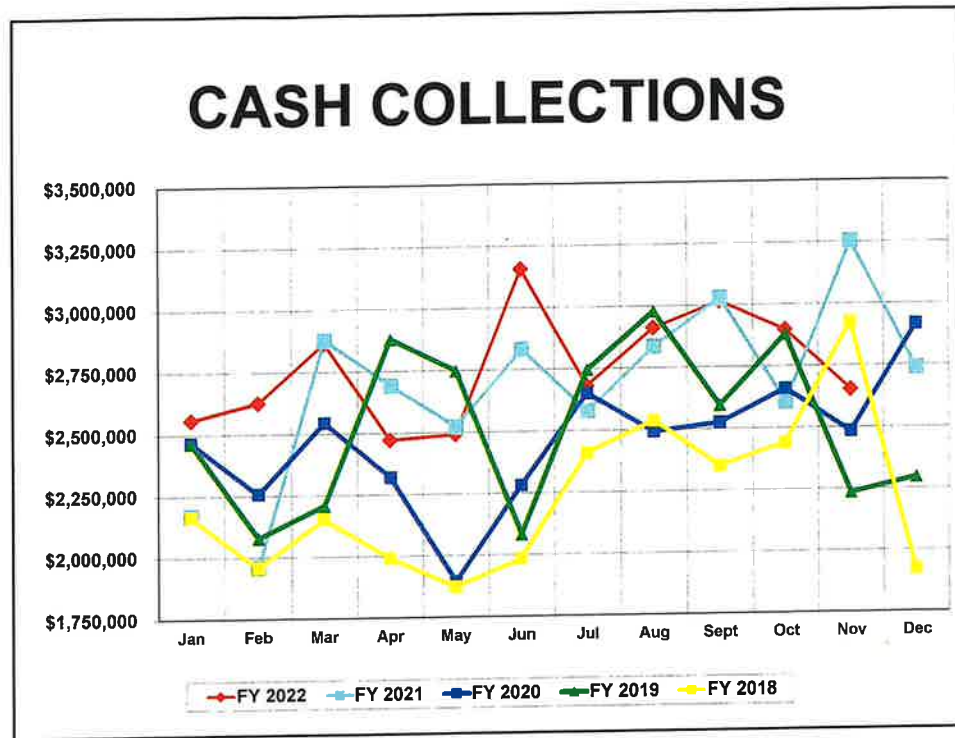
	November
Gross Revenue	\$ 5,913,076
Net Revenue	\$ 2,810,896
Expenses	\$ 3,460,416
Grants, 340B and Tax Revenue	\$ 90,996
Grants and 340B and Stimulus	\$ 72,661
Tax Revenue	\$ 18,335
Net Income	\$ -558,524

GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND





Income Statement - - - November 30, 2022

ORAL REPORTS 3.a.vii.(a)

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		Current Month				Year-to-Date			
Revenue		2022	Budget	Difference	Variance	2022	Budget	Difference	Variance
7	Total In-patient Revenue	269,662	704,711	(435,049)	-62%	4,712,420	5,416,362	(703,942)	-13%
17	Total Out-patient Revenue	5,145,027	4,936,942	208,085	4%	56,308,749	58,678,333	(2,369,584)	-4%
18	Professional Fees	498,387	494,523	3,864	1%	5,614,296	5,638,318	(24,022)	0%
19	Total Patient Revenue	5,913,076	6,136,176	(223,100)	-4%	66,635,465	69,733,013	(3,097,548)	-4%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	3,217,799	3,198,449	19,350	1%	34,328,652	36,326,091	(1,997,439)	-5%
22	Charity	28,821	-	28,821		424,391	-	424,391	
23	Bad Debt	161,196	212,987	(51,791)	-24%	2,682,231	2,418,984	263,247	11%
24	Provider Fee & Other	(305,636)	(268,321)	(37,315)	14%	(3,807,201)	(3,047,435)	(759,766)	25%
25	Total Revenue Deductions & Bad Debt	3,102,180	3,143,115	(40,935)	-1%	33,628,073	35,697,640	(2,069,567)	-6%
26	Total Net Patient Revenue	2,810,896	2,993,061	(182,165)	-6%	33,007,392	34,035,373	(1,027,981)	-3%
27	Grants	-	3,517	(3,517)	-100%	113,838	52,067	61,771	119%
28	HHS Stimulus Other Revenue	-	-	-		669,775	-	669,775	
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30	Other Operating Income - Misc	72,661	110,418	(37,757)	-34%	1,155,435	1,639,983	(484,548)	-30%
31	Total Net Revenues	2,883,557	3,106,996	(223,439)	-7%	34,946,440	35,727,423	(780,983)	-2%
32	Operating Expenses								
33	Salary & Wages	1,490,418	1,637,774	(147,356)	-9%	18,318,509	19,089,561	(771,052)	-4%
34	Benefits	309,236	284,550	24,686	9%	3,070,654	3,203,493	(132,839)	-4%
35	Professional Fees/Contract Labor	266,047	36,532	229,515	628%	3,016,176	426,144	2,590,032	608%
36	Purchased Services	192,069	206,598	(14,529)	-7%	2,041,228	2,416,278	(375,050)	-16%
37	Supplies	591,558	499,895	91,663	18%	6,747,478	5,877,138	870,340	15%
38	Rent & Leases	30,168	14,438	15,730	109%	212,508	166,547	45,961	28%
39	Repairs & Maintenance	86,967	39,893	47,074	118%	589,443	482,026	107,417	22%
40	Utilities	42,622	38,472	4,150	11%	430,797	386,418	44,379	11%
41	Insurance	47,299	29,256	18,043	62%	398,169	321,552	76,617	24%
42	Depreciation & Amortization	162,156	217,207	(55,051)	-25%	1,770,522	2,045,053	(274,531)	-13%
43	Interest	88,629	67,058	21,571	32%	842,342	784,102	58,240	7%
44	Other	153,247	137,423	15,824	12%	1,340,815	1,622,385	(281,570)	-17%
45	Total Operating Expenses	3,460,416	3,209,096	251,320	8%	38,778,641	36,820,697	1,957,944	5%
46	Operating Revenue Less Expenses	(576,859)	(102,100)	(474,759)	465%	(3,832,201)	(1,093,274)	(2,738,927)	251%
47	Non-Operating Income								
48	Tax Revenue	18,335	76,012	(57,677)	-76%	1,518,395	1,364,788	153,607	11%
49	Donations	-	10,600	(10,600)	-100%	-	190,320	(190,320)	-100%
50	Total Non-Operating Income	18,335	86,612	(68,277)	-79%	1,518,395	1,555,108	(36,713)	-2%
51	Total Revenue Less Total Expenses	\$ (558,524)	\$ (15,488)	\$ (543,036)	3506%	\$ (2,313,806)	\$ 461,834	\$ (2,775,640)	-601%

Income Statement Comparison - - - November 30, 2022

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	2022	Current Month 2021	Difference	Variance	2022	Year-to-Date 2021	Difference	Variance
Revenue								
7 Total In-patient Revenue	269,662	590,218	(320,556)	-54%	4,712,420	5,284,475	(572,055)	-11%
17 Total Out-patient Revenue	5,145,027	4,495,495	649,532	14%	56,308,749	53,847,372	2,461,377	5%
18 Professional Fees	498,387	407,586	90,801	22%	5,614,296	5,130,729	483,567	9%
19 Total Patient Revenue	5,913,076	5,493,299	419,777	8%	66,635,465	64,262,576	2,372,889	4%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	3,217,799	2,598,224	619,575	24%	34,328,652	33,000,287	1,328,365	4%
22 Charity	28,821	29,229	(408)	-1%	424,391	607,869	(183,478)	-30%
23 Bad Debt	161,196	(115,515)	276,711	-240%	2,682,231	739,479	1,942,752	263%
24 Provider Fee & Other	(305,636)	(240,165)	(65,471)	27%	(3,807,201)	(2,947,483)	(859,718)	29%
25 Total Revenue Deductions & Bad Debt	3,102,180	2,271,773	830,407	37%	33,628,073	31,400,152	2,227,921	7%
26 Total Net Patient Revenue	2,810,896	3,221,526	(410,630)	-13%	33,007,392	32,862,424	144,968	0%
27 Grants	-	50,000	(50,000)	-100%	113,838	897,174	(783,336)	-87%
28 HHS Stimulus Other Revenue	-	-	-	-	669,775	2,203,633	(1,533,858)	-70%
29 COVID PPP Loan Forgiveness	-	-	-	-	-	3,740,044	(3,740,044)	-100%
30 Other Operating Income - Misc	72,661	80,376	(7,715)	-10%	1,155,435	1,659,045	(503,610)	-30%
31 Total Net Revenues	2,883,557	3,351,902	(468,345)	-14%	34,946,440	41,362,320	(6,415,880)	-16%
32 Operating Expenses								
33 Salary & Wages	1,490,418	1,505,717	(15,299)	-1%	18,318,509	18,588,744	(270,235)	-1%
34 Benefits	309,236	228,787	80,449	35%	3,070,654	3,280,031	(209,377)	-6%
35 Professional Fees/Contract Labor	266,047	44,402	221,645	499%	3,016,176	477,406	2,538,770	532%
36 Purchased Services	192,069	137,154	54,915	40%	2,041,228	1,731,560	309,668	18%
37 Supplies	591,558	524,016	67,542	13%	6,747,478	5,688,404	1,059,074	19%
38 Rent & Leases	30,168	40,902	(10,734)	-26%	212,508	421,417	(208,909)	-50%
39 Repairs & Maintenance	86,967	42,299	44,668	106%	589,443	487,469	101,974	21%
40 Utilities	42,622	40,201	2,421	6%	430,797	363,624	67,173	18%
41 Insurance	47,299	27,269	20,030	73%	398,169	310,923	87,246	28%
42 Depreciation & Amortization	162,156	146,822	15,334	10%	1,770,522	1,816,858	(46,336)	-3%
43 Interest	88,629	70,846	17,783	25%	842,342	866,401	(24,059)	-3%
44 Other	153,247	164,370	(11,123)	-7%	1,340,815	1,772,750	(431,935)	-24%
45 Total Operating Expenses	3,460,416	2,972,785	487,631	16%	38,778,641	35,805,587	2,973,054	8%
46 Operating Revenue Less Expenses	(576,859)	379,117	(955,976)	-252%	(3,832,201)	5,556,733	(9,388,934)	-169%
47 Non-Operating Income								
48 Tax Revenue	18,335	20,325	(1,990)	-10%	1,518,395	1,377,635	140,760	10%
49 Donations	-	-	-	-	-	150,000	(150,000)	-100%
50 Total Non-Operating Income	18,335	20,325	(1,990)	-10%	1,518,395	1,527,635	(9,240)	-1%
51 Total Revenue Less Total Expenses	\$ (558,524)	\$ 399,442	\$ (957,966)	-240%	\$ (2,313,806)	\$ 7,084,368	(9,398,174)	-133%

Balance Sheet - - November 30, 2022

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 12,612,082	\$ 12,934,628	Accts Payable - System	\$ 1,165,596	\$ 965,374
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	873,762	922,732
Bond Funds - 2016 Bonds	239,727	24	Cost Report Settlement Res	(627,314)	(581,131)
Bond Funds - 2021 / 2006	1,604,826	1,594,236	Wages & Benefits Payable	2,478,922	2,460,627
Escrow - UMB	27,140	-	Deferred Revenue	1,945	1,945
COVID PPP	-	-	COVID PPP Short Term Loan	-	-
Relief Fund Cash Restricted	-	-	Relief Fund Liability	-	-
Medicare Accelerated Pmt	-	-	Medicare Accelerated Pmt Liab	(251,194)	(251,194)
Total Cash	15,362,506	15,407,619	Current Portion of LT Debt-Lease	-	-
			Current Portion of LT Debt-2006	-	-
Accounts Receivable			Current Portion of LT Debt-2016	225,000	225,000
Patient Revenue - Net	3,353,545	3,566,483	Total Current Liabilities	3,866,717	3,743,353
Other Receivables	68,055	152,257			
Total Accounts Receivable	3,421,600	3,718,740	Long-Term Liabilities		
			Leases Payable - 75 N Pagosa	2,300,000	2,300,000
Inventory	1,681,872	1,677,737	Equipment Lease (Siemens MRI)	1,575,608	1,594,308
			Bond Premium (Net) - 2006 Def Outflows	193,516	194,629
Total Current Assets	20,465,978	20,804,096	Bond Premium (Net) - 2016	119,374	119,798
			Bond Premium (Net) - 2021	718,784	722,756
Fixed Assets			Bonds Payable - 2021	7,885,000	7,885,000
Property Plant & Equip (Net)	23,428,218	23,534,825	Bonds Payable - 2006	-	-
Work In Progress	361,960	361,960	Bonds Payable - 2016	9,025,000	9,025,000
Land	704,021	704,021	Total Long-Term Liabilities	21,817,282	21,841,491
Total Fixed Assets	24,494,199	24,600,806	Net Assets		
			Un-Restricted	21,815,470	21,815,470
Other Assets			Current Year Net Income/Loss	(2,313,806)	(1,755,282)
Prepays & Other Assets	225,486	240,130	Total Un-Restricted	19,501,664	20,060,188
Total Other Assets	225,486	240,130	Restricted		
			Total Net Assets	19,501,664	20,060,188
Total Assets	\$ 45,185,663	\$ 45,645,032	Total Liabilities & Net Assets	\$ 45,185,663	\$ 45,645,032

Monthly Trends

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	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	YTD Total
Activity	30	31	31	28	31	30	31	30	31	31	30	31	30	334
2 In-Patient Admissions	32	27	31	25	22	30	32	42	27	30	23	26	25	313
3 In-Patient Days	95	56	67	62	58	68	86	115	72	81	34	64	51	758
4 Avg Stay Days (In-patients)	3.0	2.1	2.2	2.5	2.6	2.3	2.7	2.7	2.7	2.7	1.5	2.5	2.0	2.4
5 Swing Bed Admissions	0	0	0	0	0	0	0	0	0	0	0	0	0	-
6 Swing Bed Days	0	0	0	0	0	0	0	0	0	0	0	0	0	-
7 Avg Length of Stay (Swing)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8 Average Daily Census	3.2	1.8	2.2	2.2	1.9	2.3	2.8	3.8	2.3	2.6	1.1	2.1	1.7	2.3
Statistics														
9 E/R visits	604	607	946	834	742	546	622	681	787	638	639	529	616	7,580
10 Observ Hours	97	319	416	343	490	292	578	488	343	221	1,025	358	428	4,982
11 Lab Tests	6,005	5,498	5,660	4,897	5,200	5,353	5,623	6,094	5,926	6,175	5,720	5,839	6,987	63,474
12 Radiology/CT/MRI Exams	1,240	1,365	1,299	1,195	1,483	1,320	1,288	1,409	1,386	1,563	1,411	1,342	1,274	14,970
14 OR Cases	102	87	86	71	104	78	113	100	99	127	91	95	105	1,069
15 Clinic Visits	1,536	1,490	1,444	1,206	1,714	1,692	1,756	1,747	1,692	2,021	1,717	1,804	1,627	18,420
16 Spec. Clinic Visits	46	37	33	32	44	27	29	46	10	33	33	27	30	344
17 Oncology Clinic Visits	110	103	106	107	116	105	127	137	135	139	120	126	111	1,329
18 Oncology/Infusion Patients	193	174	193	198	166	139	191	196	170	185	214	166	112	1,930
19 Infusion Patients	137	101	109	108	116	66	93	99	98	69	72	48	49	927
20 EMS Transports	106	124	101	100	112	87	117	78	125	130	96	76	104	1,126
21 Total Stats	10,176	9,905	10,393	9,091	10,287	9,724	10,537	11,075	10,771	11,301	11,138	10,410	11,443	116,151

Statistical Review

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2022	November			November			November Prior Y-T-D			
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance
In-Patient										
Admissions:										
Acute	25	27	(2)	313	318	(5)	313	330	(17)	-5%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	25	27	(2)	313	318	(5)	313	330	(17)	-5%
Patient Days:										
Acute	51	67	(16)	758	793	(35)	758	850	(92)	-11%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	51	67	(16)	758	793	(35)	758	850	(92)	-11%
Average Daily Census:										
# Of Days	30	30		334	334		334	334		
Acute	1.7	2.2	(0.5)	2.3	2.4	(0.1)	2.3	2.5	(0.3)	-11%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	1.7	2.2	(0.5)	2.3	2.4	(0.1)	2.3	2.5	(0.3)	-11%
Length of Stay:										
Acute	2.0	2.5	(0.4)	2.4	2.5	(0.1)	2.4	2.6	(0.2)	-6%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.0	2.5	(0.4)	2.4	2.5	(0.1)	2.4	2.6	(0.2)	-6%
Out-Patient										
Out-Patient Visits										
E/R Visits	616	526	90	7,580	6,252	1,328	7,580	6,165	1,415	23%
Observ admissions	21	24	(3)	252	288	(36)	252	296	(44)	-15%
Lab Tests	6,987	5,352	1,635	63,474	63,608	(134)	63,474	62,730	744	1%
Radiology/CT/MRI Exams/M	1,274	1,241	33	14,970	14,752	218	14,970	14,544	426	3%
OR Cases	105	99	6	1,069	1,180	(111)	1,069	1,166	(97)	-8%
Clinic Visits	1,627	1,658	(31)	18,420	19,711	(1,291)	18,420	19,653	(1,233)	-6%
Spec. Clinic Visits	30	90	(60)	344	1,070	(726)	344	1,134	(790)	-70%
Oncology Clinic Visits	111	107	4	1,329	1,276	53	1,329	1,252	77	6%
Oncology/Infusion Patients	112	148	(36)	1,930	1,762	168	1,930	1,698	232	14%
Infusion Patients	49	81	(32)	927	966	(39)	927	925	2	0%
EMS Transports	104	102	2	1,126	1,213	(87)	1,126	1,190	(64)	-5%
Total	11,036	9,428	1,608	111,421	112,078	(657)	111,421	110,753	668	1%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of November 30, 2022

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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
Medicare	\$	2,517,356	\$	282,630	\$	187,211	\$	161,894	\$	93,024	\$	148,988	\$	533,393	\$	3,924,496	39%	
Medicaid		558,254		110,289		22,637		12,494		11,718		9,868		168,779		894,039	9%	
Third Party		1,358,237		472,239		248,203		70,146		187,354		154,075		739,493		3,229,747	32%	
Self-Pay		195,036		337,903		283,771		272,429		216,931		115,575		707,781		2,129,426	21%	
Current Month Total	\$	4,628,883	\$	1,203,061	\$	741,822	\$	516,963	\$	509,027	\$	428,506	\$	2,149,446	\$	10,177,708	100%	226,765
Pct of Total		45%		12%		7%		5%		5%		4%		21%		100%		
Oct-22	\$	4,510,172	\$	1,414,025	\$	840,205	\$	678,170	\$	658,661	\$	439,855	\$	1,826,111	\$	10,367,199		147,187
Pct of Total		44%		14%		8%		7%		6%		4%		18%		100%		
Sep-22	\$	5,163,652	\$	1,454,685	\$	829,159	\$	821,421	\$	525,214	\$	274,896	\$	2,073,259	\$	11,142,286		176,296
Pct of Total		46%		13%		7%		7%		5%		2%		19%		100%		
Aug-22	\$	5,070,970	\$	1,423,538	\$	1,289,523	\$	637,852	\$	423,338	\$	370,971	\$	1,518,317	\$	10,734,509		181,959
Pct of Total		47%		13%		12%		6%		4%		3%		14%		100%		
Jul-22	\$	5,195,855	\$	1,750,827	\$	922,811	\$	484,274	\$	416,696	\$	338,589	\$	1,881,363	\$	10,990,415		262,515
Pct of Total		47%		16%		8%		4%		4%		3%		17%		100%		
Jun-22	\$	5,296,769	\$	1,257,194	\$	690,323	\$	660,956	\$	438,544	\$	356,021	\$	1,355,339	\$	10,055,146		248,707
Pct of Total		53%		13%		7%		7%		4%		4%		13%		100%		
May-22	\$	4,976,841	\$	1,229,667	\$	763,335	\$	569,449	\$	554,337	\$	321,119	\$	1,643,977	\$	10,058,725		150,992
Pct of Total		49%		12%		8%		6%		6%		3%		16%		100%		
Apr-22	\$	4,411,765	\$	1,085,976	\$	693,620	\$	609,943	\$	440,794	\$	289,902	\$	1,669,402	\$	9,201,402		215,897
Pct of Total		48%		12%		8%		7%		5%		3%		18%		100%		
Mar-22	\$	4,206,381	\$	1,389,690	\$	673,681	\$	575,452	\$	413,271	\$	309,780	\$	1,752,689	\$	9,320,944		199,177
Pct of Total		45%		15%		7%		6%		4%		3%		19%		100%		
Feb-22	\$	4,206,381	\$	1,389,690	\$	673,681	\$	575,452	\$	413,271	\$	309,780	\$	1,752,689	\$	9,320,944		199,177
Pct of Total		45%		15%		7%		6%		4%		3%		19%		100%		
Jan-22	\$	4,815,885	\$	1,218,564	\$	968,019	\$	573,545	\$	504,719	\$	332,446	\$	1,663,719	\$	10,076,897		184,318
Pct of Total		48%		12%		10%		6%		5%		3%		17%		100%		
Dec-21	\$	4,411,483	\$	1,771,146	\$	897,483	\$	629,416	\$	471,528	\$	299,814	\$	1,716,882	\$	10,197,752		246,249
Pct of Total		43%		17%		9%		6%		5%		3%		17%		100%		
Nov-21	\$	5,254,766	\$	1,288,663	\$	765,276	\$	596,925	\$	429,612	\$	449,363	\$	1,582,207	\$	10,366,811		223,165
Pct of Total		51%		12%		7%		6%		4%		4%		15%		100%		
Oct-21	\$	4,591,197	\$	1,412,195	\$	784,524	\$	573,095	\$	661,916	\$	330,409	\$	1,562,788	\$	9,916,124		372,288

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of November 30, 2022
--

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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		46%		14%		8%		6%		7%		3%		16%		100%		
Sep-21	\$	4,623,878	\$	1,367,954	\$	793,192	\$	861,326	\$	484,324	\$	263,617	\$	1,610,326	\$	10,004,617		251,846
Pct of Total		46%		14%		8%		9%		5%		3%		16%		100%		
Aug-21	\$	5,070,970	\$	1,423,538	\$	1,289,523	\$	637,852	\$	423,338	\$	370,971	\$	1,518,317	\$	10,734,509		181,959
Pct of Total		47%		13%		12%		6%		4%		3%		14%		100%		
Jul-21	\$	4,918,121	\$	1,859,528	\$	864,925	\$	524,846	\$	546,331	\$	340,021	\$	1,455,387	\$	10,509,159		125,498
Pct of Total		47%		18%		8%		5%		5%		3%		14%		100%		
Jun-21	\$	4,450,225	\$	991,357	\$	492,319	\$	470,912	\$	586,430	\$	386,858	\$	1,658,314	\$	9,036,415		248,707
Pct of Total		49%		11%		5%		5%		6%		4%		18%		100%		
May-21	\$	4,564,596	\$	1,223,151	\$	900,499	\$	559,379	\$	516,823	\$	338,558	\$	1,383,875	\$	9,486,881		95,678
Pct of Total		48%		13%		9%		6%		5%		4%		15%		100%		
Apr-21	\$	4,315,723	\$	1,332,592	\$	712,599	\$	645,005	\$	417,714	\$	166,007	\$	1,174,380	\$	8,764,020		190,242
Pct of Total		49%		15%		8%		7%		5%		2%		13%		100%		
Mar-21	\$	4,536,107	\$	1,283,697	\$	893,010	\$	614,678	\$	287,740	\$	205,954	\$	1,187,089	\$	9,008,275		141,056
Pct of Total		50%		14%		10%		7%		3%		2%		13%		100%		
Feb-21	\$	4,632,177	\$	1,808,956	\$	796,014	\$	329,120	\$	255,606	\$	194,030	\$	1,194,813	\$	9,210,716		116,794
Pct of Total		50%		20%		9%		4%		3%		2%		13%		100%		
Jan-21	\$	4,667,228	\$	1,324,541	\$	489,574	\$	380,972	\$	303,832	\$	307,163	\$	1,102,666	\$	8,575,976		197,220
Pct of Total		54%		15%		6%		4%		4%		4%		13%		100%		
Dec-20	\$	4,315,448	\$	835,664	\$	542,288	\$	394,340	\$	421,056	\$	304,468	\$	965,830	\$	7,779,094		222,785
Pct of Total		55%		11%		7%		5%		5%		4%		12%		100%		
Nov-20	\$	4,108,089	\$	1,171,013	\$	583,125	\$	541,005	\$	584,542	\$	275,531	\$	985,311	\$	8,248,616		172,213
Pct of Total		50%		14%		7%		7%		7%		3%		12%		100%		
Pct Settled (Current)				73.3%		47.5%		38.5%		24.9%		34.9%		-388.7%				
Pct Settled (Oct from Sept)				72.6%		42.2%		18.2%		19.8%		16.3%		-564.3%				
Pct Settled (Sept from Aug)				71.3%		41.8%		36.3%		17.7%		35.1%		-458.9%				
Pct Settled (Aug from July)				72.6%		26.3%		30.9%		12.6%		11.0%		-348.4%				

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of November 30, 2022

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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 Settled (July from June)		66.9%	26.6%	29.8%	37.0%	22.8%	-428.4%			

Pagosa Springs Medical Center
Revenue by Financial Class
November 30, 2022

ORAL REPORTS 3.a.vii.(a)

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	26,131.70	26,131.70	0.44%
Blue Cross	11,204.60	503,359.09	514,563.69	8.70%
Champus	-	38,610.30	38,610.30	0.65%
Commercial Insurance	20,588.30	686,863.76	707,452.06	11.96%
Medicaid	27,297.40	780,455.12	807,752.52	13.66%
Medicare	179,458.30	2,352,769.97	2,532,228.27	42.82%
Medicare HMO	26,137.20	887,641.02	913,778.22	15.45%
Self Pay	(1,281.50)	146,753.15	145,471.65	2.46%
Self Pay - Client Billing	-	4,091.20	4,091.20	0.07%
Veterans Administration	4,845.70	172,602.80	177,448.50	3.00%
Workers Compensation	-	45,552.33	45,552.33	0.77%
Total	268,250.00	5,644,830.44	5,913,080.44	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/2021 % YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD	12/31/16 % YTD
Auto/Liability Insurance	-	675,514.73	675,514.73	1.01%	1.41%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	268,933.30	6,550,927.02	6,819,860.32	10.22%	11.40%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	46,768.50	556,887.30	603,655.80	0.90%	0.95%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	546,073.88	6,966,403.92	7,512,477.80	11.26%	12.12%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	962,668.60	10,239,424.15	11,202,092.75	16.78%	17.50%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	2,159,244.73	22,176,273.10	24,335,517.83	36.46%	36.51%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	1,202,906.28	8,852,192.24	10,055,098.52	15.06%	11.01%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	80,796.09	2,098,294.53	2,179,090.62	3.26%	3.95%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	177,737.36	177,737.36	0.27%	0.36%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	206,983.63	2,348,569.65	2,555,553.28	3.83%	3.76%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	628,189.34	628,189.34	0.94%	1.03%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	5,474,375.01	61,270,413.34	66,744,788.35	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.97%
Blank										0.00%
HMO (Health Maint Org)										0.03%
Total						100.00%	100.00%	100.00%	100.00%	100.00%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

ORAL REPORTS 3.a.vii.(a)

November 2022

Cash Flows from operating activities

Change in net assets	(554,524)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	162,156
Patient accounts receivable	212,938
Accounts payable and wages payable	214,007
Accrued liabilities	(48,460)
Pre-paid assets	14,644
Deferred revenues	-
Other receivables	84,202
Reserve for third party settlement	(46,183)
Inventory	(4,135)
Net Cash Provided by (used in) operating activities	34,645

Cash Flows from investing activities

Purchase of property and equipment	(61,058)
Work in progress	-
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(61,058)

Cash Flows from financing activities

Principal payments on long-term debt	-
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Recognize Amounts from Relief Fund	-
Payments/Proceeds from Medicare Accelerated Payment	-
Change in Prior Year Net Assets	-
Change in leases payable	(18,700)
Net Cash Provided by (used in) financing activities	(18,700)

Net Increase(Decrease) in Cash (45,113)

Cash Beginning of Month 15,407,619

Cash End of Month 15,362,506

2022						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-22	\$2,121,338.00	\$2,559,519.95	\$438,181.95	120.66%	\$ (89,581.25)	\$2,469,938.70
Feb-22	\$2,758,055.00	\$2,629,036.30	(\$129,018.70)	95.32%	\$ 229,760.89	\$2,858,797.19
Mar-22	\$2,447,401.00	\$2,867,669.94	\$420,268.94	117.17%	\$ (100,621.01)	\$2,767,048.93
Apr-22	\$2,458,581.00	\$2,473,500.99	\$14,919.99	100.61%	\$ (75,703.82)	\$2,397,797.17
May-22	\$2,683,321.00	\$2,492,736.21	(\$190,584.79)	92.90%	\$ (213,193.08)	\$2,279,543.13
Jun-22	\$3,192,941.00	\$3,158,673.78	(\$34,267.22)	98.93%	\$ (427,856.04)	\$2,730,817.74
Jul-22	\$3,357,630.00	\$2,682,707.49	(\$674,922.51)	79.90%	\$ (258,382.04)	\$2,424,325.45
Aug-22	\$2,265,214.00	\$2,914,900.80	\$649,686.80	128.68%	\$ (137,818.00)	\$2,777,082.80
Sep-22	\$3,920,074.00	\$3,018,978.09	(\$901,095.91)	77.01%	\$ (450,918.35)	\$2,568,059.74
Oct-22	\$3,137,210.00	\$2,899,452.86	(\$237,757.14)	92.42%	\$ (550,663.63)	\$ 2,348,789.23
Nov-22	\$2,562,908.00	\$2,655,286.68	\$92,378.68	103.60%	\$ 123,466.80	\$ 2,778,753.48
	\$30,904,673.00	\$30,352,463.09	(\$552,209.91)	98.21%	\$ (1,951,509.53)	\$28,400,953.56

ORAL REPORTS 3.a.vii.(a)

Pagosa Springs Medical Center Cash Forecast as of end of November 2022 Forecast Months Based on Budget and Actual

Prepared 9/15/2022
Cash balance 18,153,025
at 12/31/21

	(1) Net Asset Change	(2) Depreciation	(3) Receivables	(4) Payables & Other Liabilities	(5) Pre-Paid Assets	(6) Deferred Revenue	(7) Third Party	(8) Inventory	(9) Equipment Purchase	(10) Lease Payables	(11) Other	Net Cash Change	Balance
January 2022 (Actual)	(92,659)	145,357	(208,375)	1,309	(27,688)	-	(43,608)	(3,452)	(38,542)	(14,316)	(143,656)	(425,630)	17,727,395
February 2022 (Actual)	(389,081)	145,171	749,244	284,437	(8,139)	(70,348)	(204,353)	2,184	(122,975)	(14,341)	(159,398)	212,401	17,939,796
March 2022 (Actual)	(92,064)	146,944	865,722	429,452	26,909	(490,329)	(3,184)	(6,718)	(10,302)	(14,367)	(272,512)	579,551	18,519,347
April 2022 (Actual)	(169,828)	151,033	(15,343)	(42,597)	49,270	(163,007)	(5,307)	23,627	(104,967)	(8,991)	(295,270)	(581,380)	17,937,967
May 2022 (Actual)	(449,450)	136,427	(348,698)	1,392,304	(122,776)	(344,186)	(107,336)	4,980	(81,898)	(9,016)	(306,346)	(235,995)	17,701,972
June 2022 (Actual)	241,658	226,556	16,637	(65,519)	68,063	(111,994)	(564,135)	12,968	(1,711,526)	1,668,917	(588,761)	(807,136)	16,894,836
July 2022 (Actual)	(615,301)	163,730	654,096	(993,430)	53,407	(208,902)	(77,547)	111,494	(36,164)	(18,510)	(318,202)	(1,285,329)	15,609,507
August 2022 (Actual)	119,512	162,618	(118,462)	592,912	104,650	(45,250)	77,584	(936)	(2,304,769)	2,281,301	(420,406)	448,754	16,058,261
September 2022 (Actual)	262,247	169,236	95,833	(584,540)	14,852	-	592,269	2,867	(47,636)	(18,700)	(455,955)	30,473	16,088,734
October 2022 (Actual)	(571,010)	161,295	572,738	475,097	20,216	-	(396,050)	(23,107)	(39,827)	(18,700)	(861,767)	(681,115)	15,407,619
November 2022 (Actual)	(554,524)	162,156	297,140	165,547	14,644	-	(46,183)	(4,135)	(61,058)	(18,700)	-	(45,113)	15,362,506
December 2022 (Budget)	38,367	217,207	(75,000)	25,000	5,000	-	50,000	5,000	(110,495)	(30,000)	10,972	136,051	15,498,557
Totals	(2,272,133)	1,987,730	2,485,532	1,679,972	198,408	(1,434,016)	(727,850) 981,635	124,772	(4,670,159)	3,784,577	(3,811,301)	(2,654,468)	15,498,557
													at 12/31/21
													6,653,261
Bond Requirements (60 days cash)													
Less Cares Act													-
Less Medicare Accelerated													-
Less Bond Reserve													(878,731)
Net Cash for Days Cash on Hand													14,619,826
AVG. Expense Per Day													110,888
Days Cash on Hand													131.84

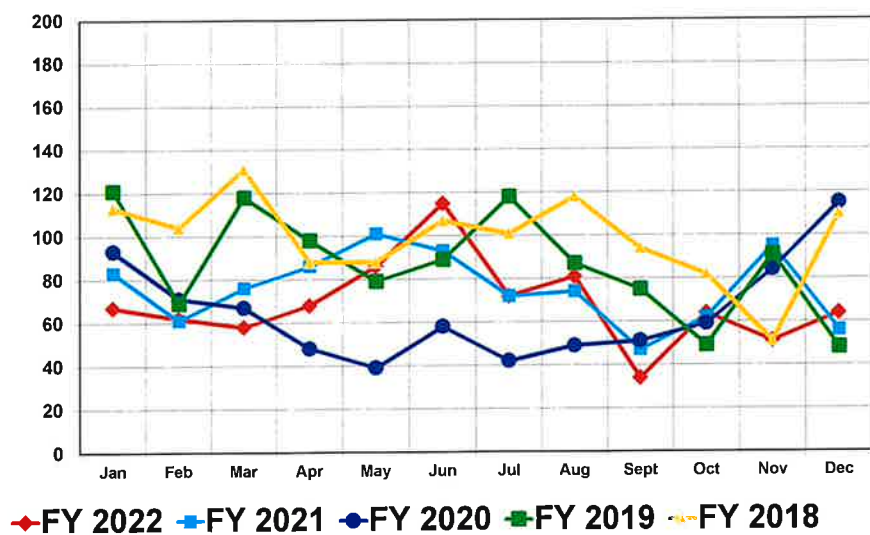
Notes:

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

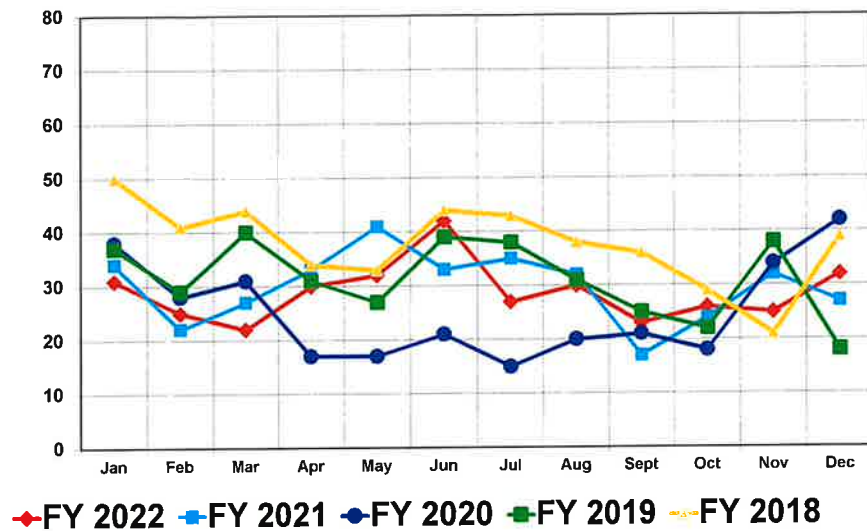


FINANCIAL PRESENTATION
YTD DECEMBER 2022
DRAFT

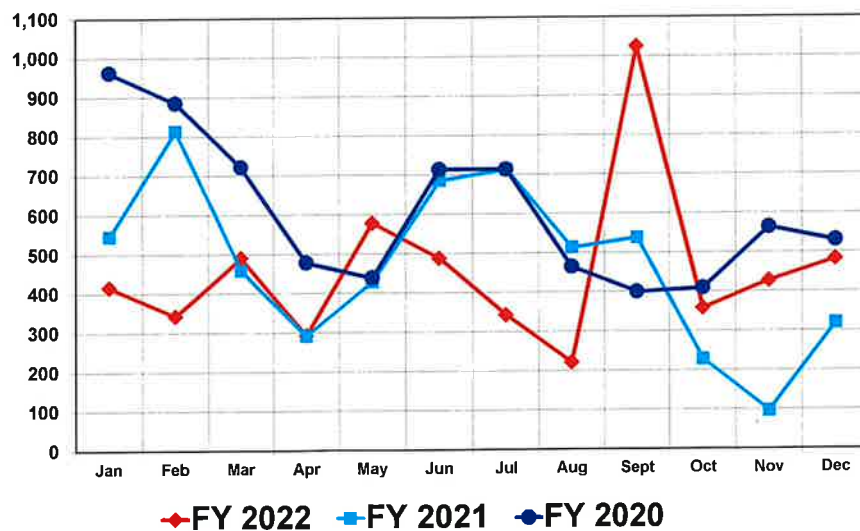
PATIENT DAYS



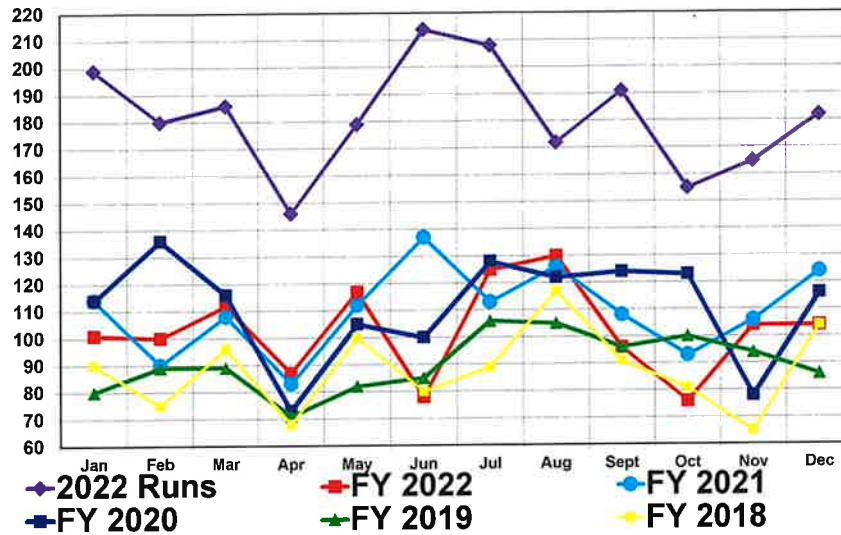
INPATIENT DISCHARGES



OBSERVATION HOURS

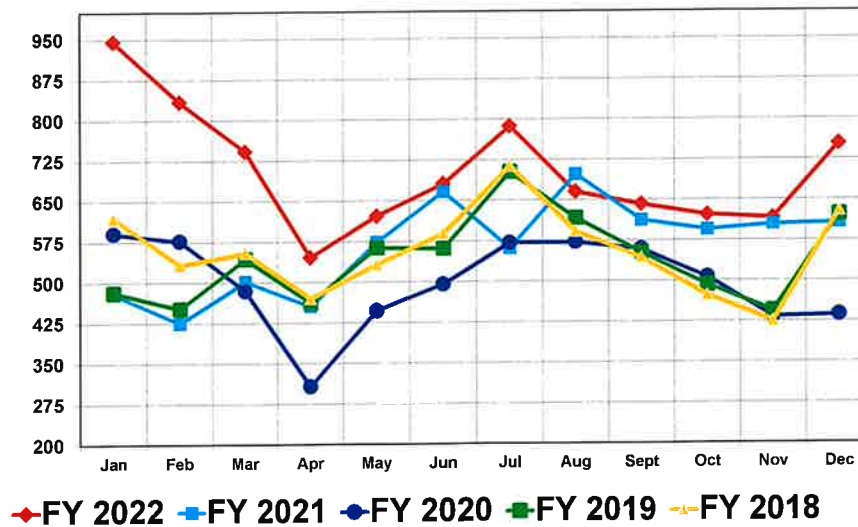


BILLABLE EMS RUNS

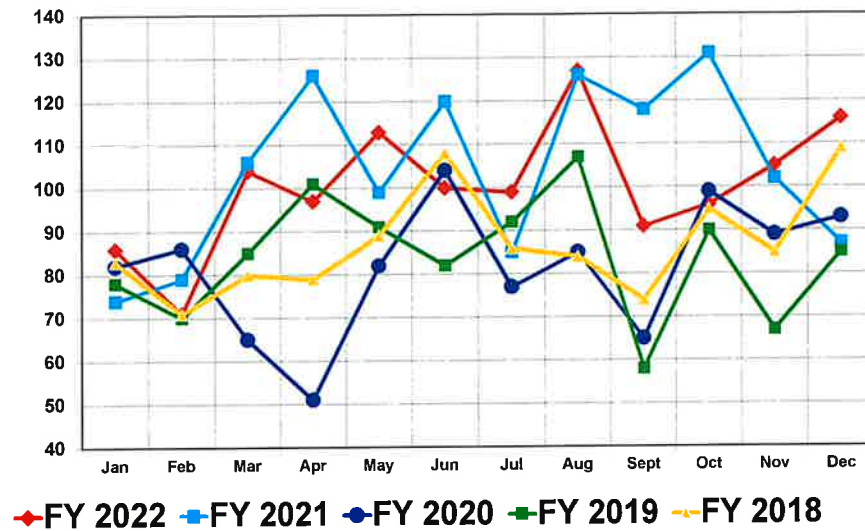


ER VISITS

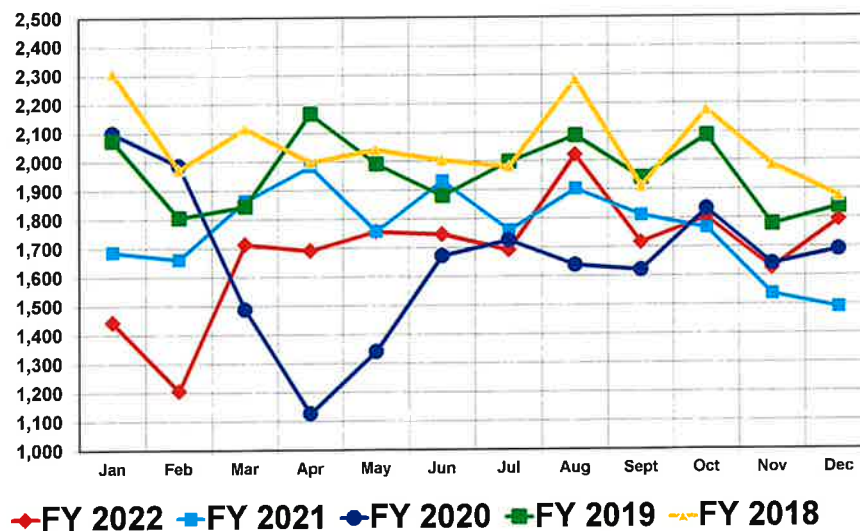
(Includes Fast Track in 2022)



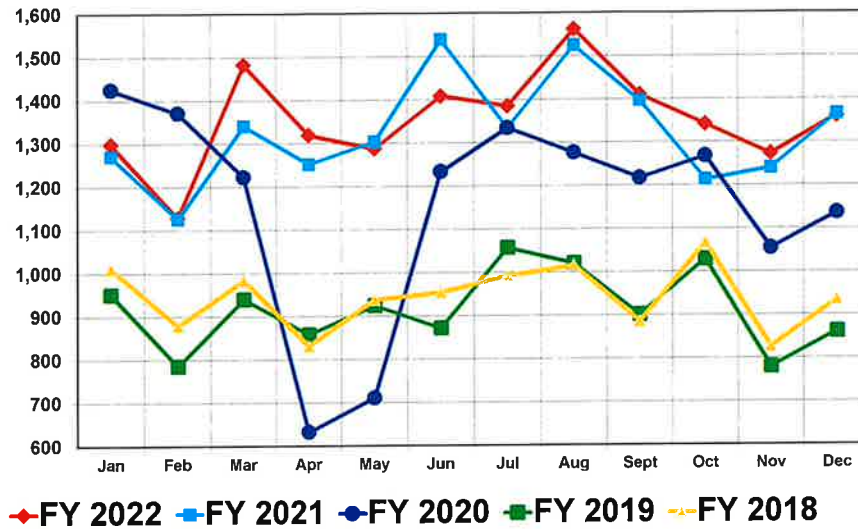
OR and PAIN Procedures



RURAL HEALTH CLINIC VISITS



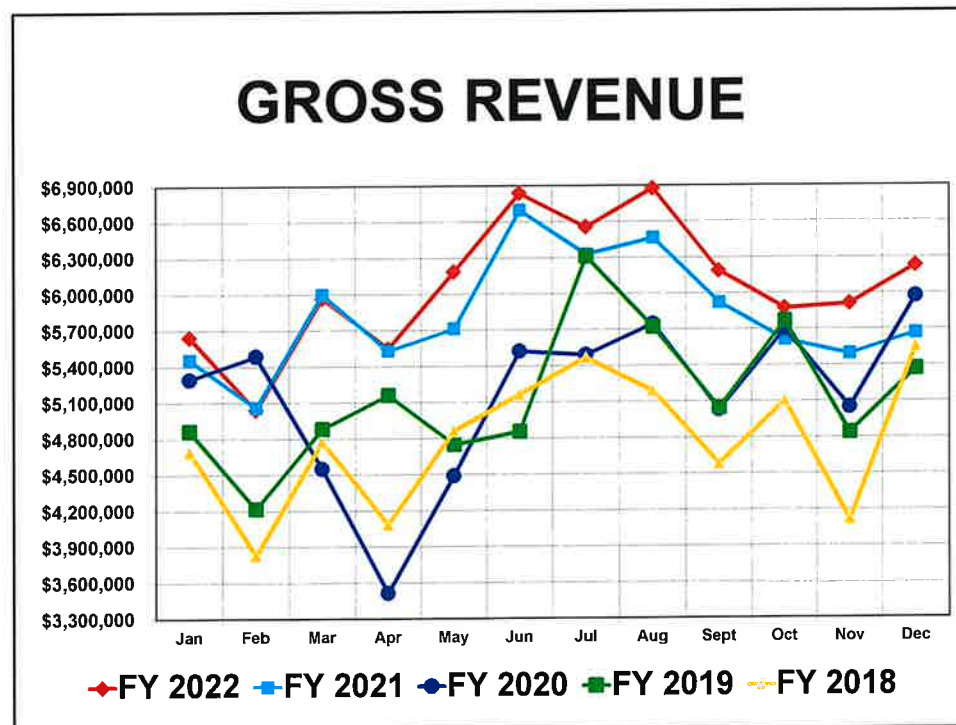
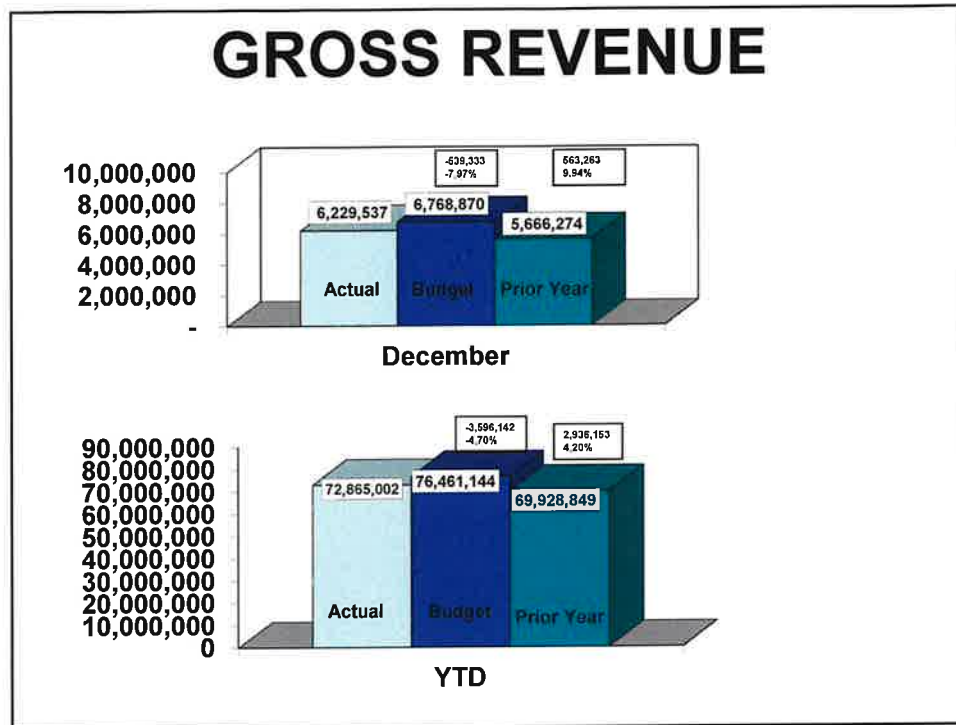
RADIOLOGY EXAMS



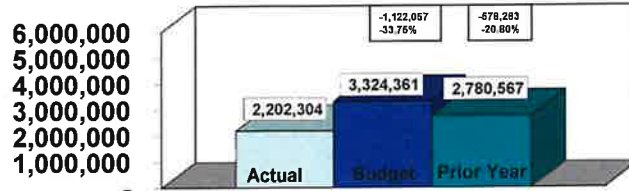
Summary of Financials

November

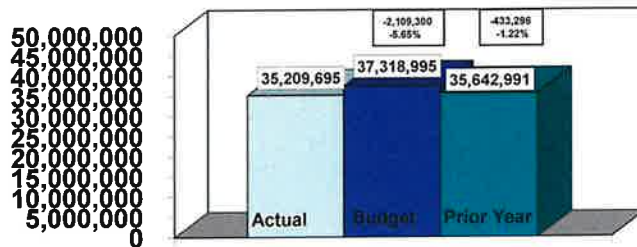
Gross Revenue	\$ 5,913,076
Net Revenue	\$ 2,810,896
Expenses	\$ 3,460,416
Grants, 340B and Tax Revenue	\$ 90,996
Grants and 340B and Stimulus	\$ 72,661
Tax Revenue	\$ 18,335
Net income	\$ -558,524



NET PATIENT REVENUE

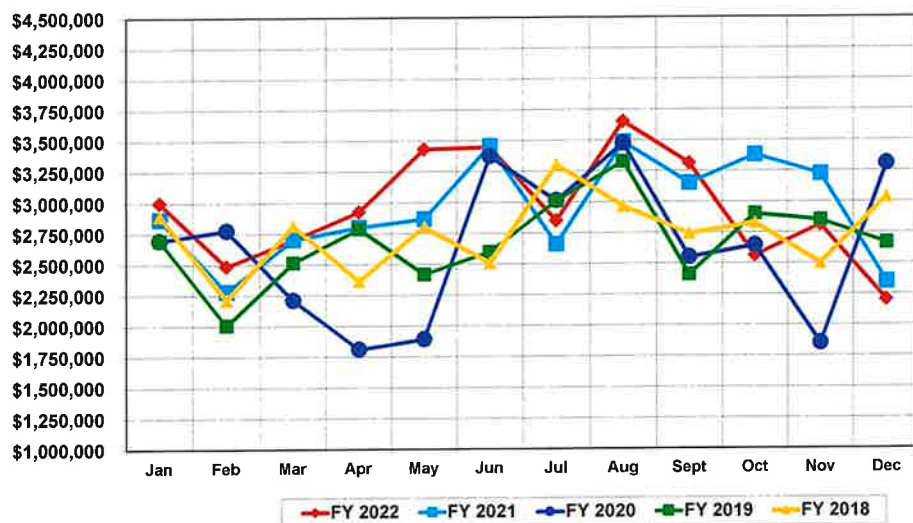


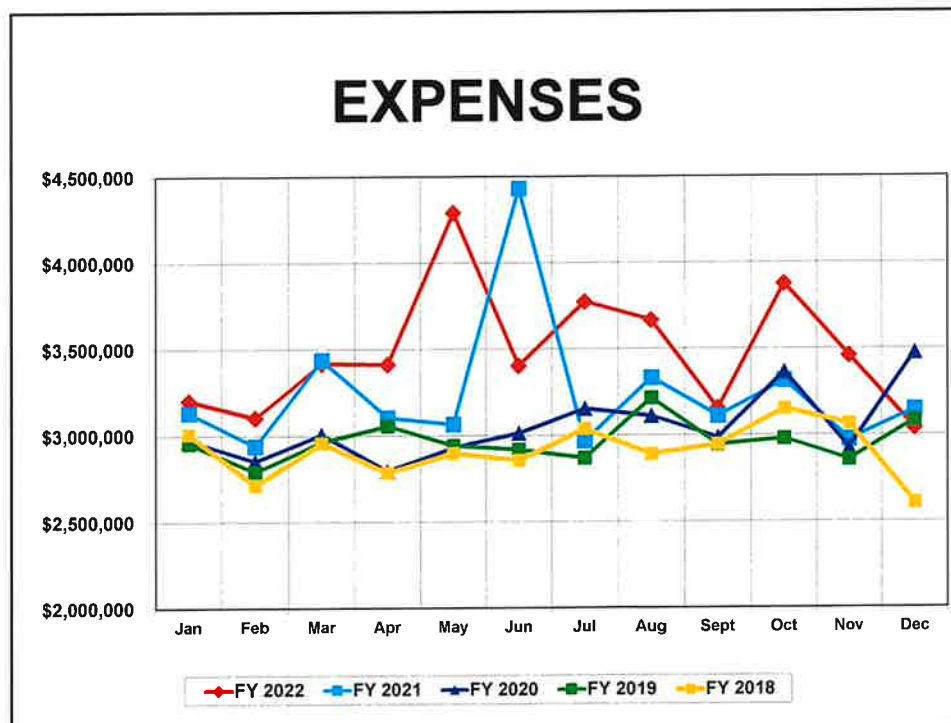
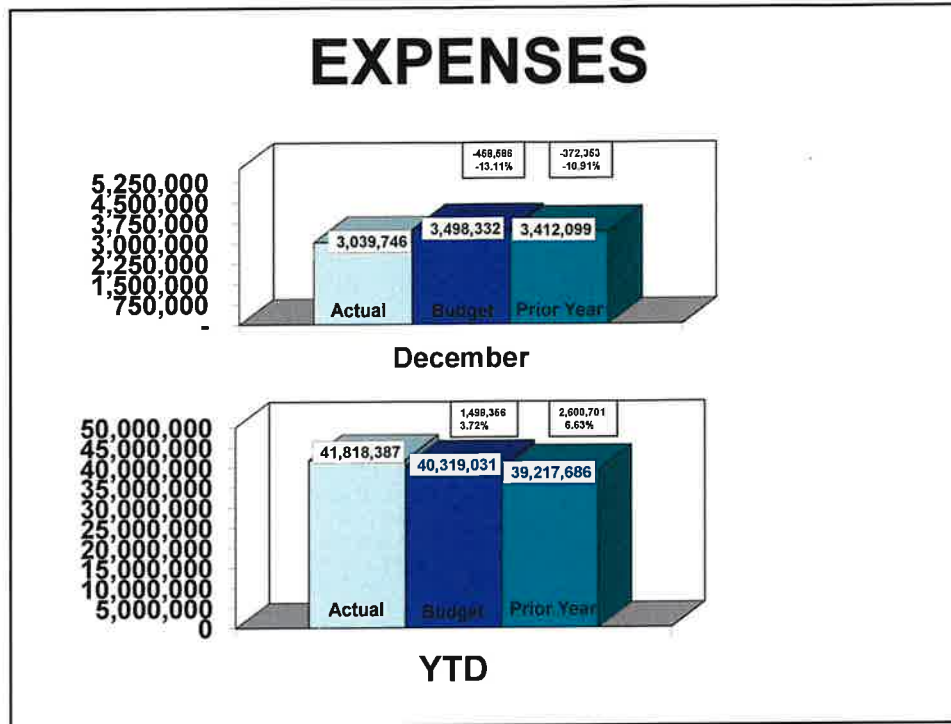
December

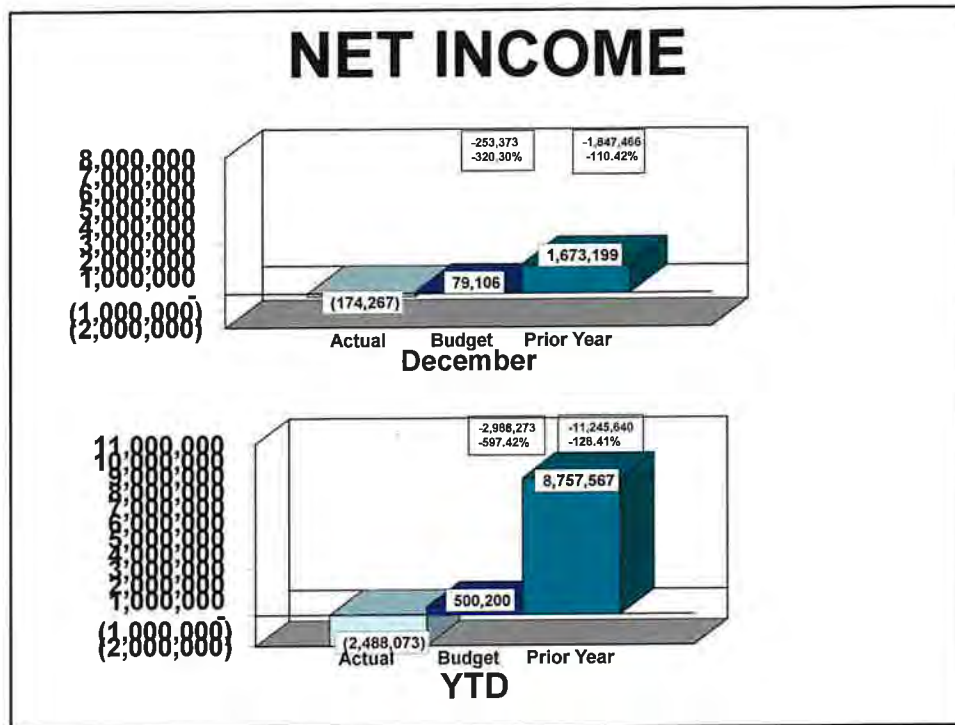


YTD

NET PATIENT REVENUE



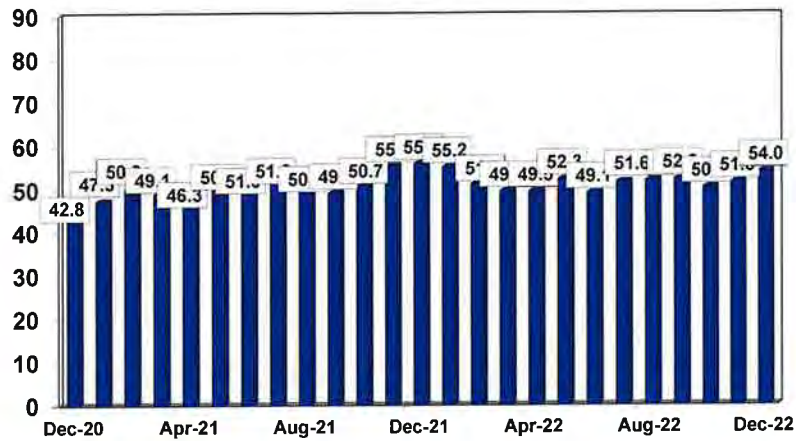




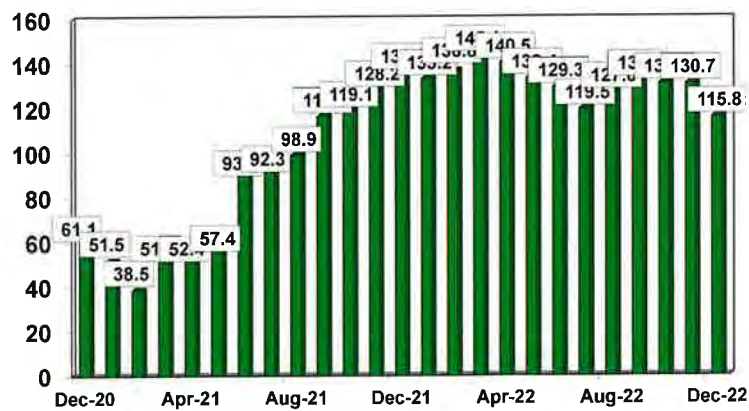
Summary of Financials

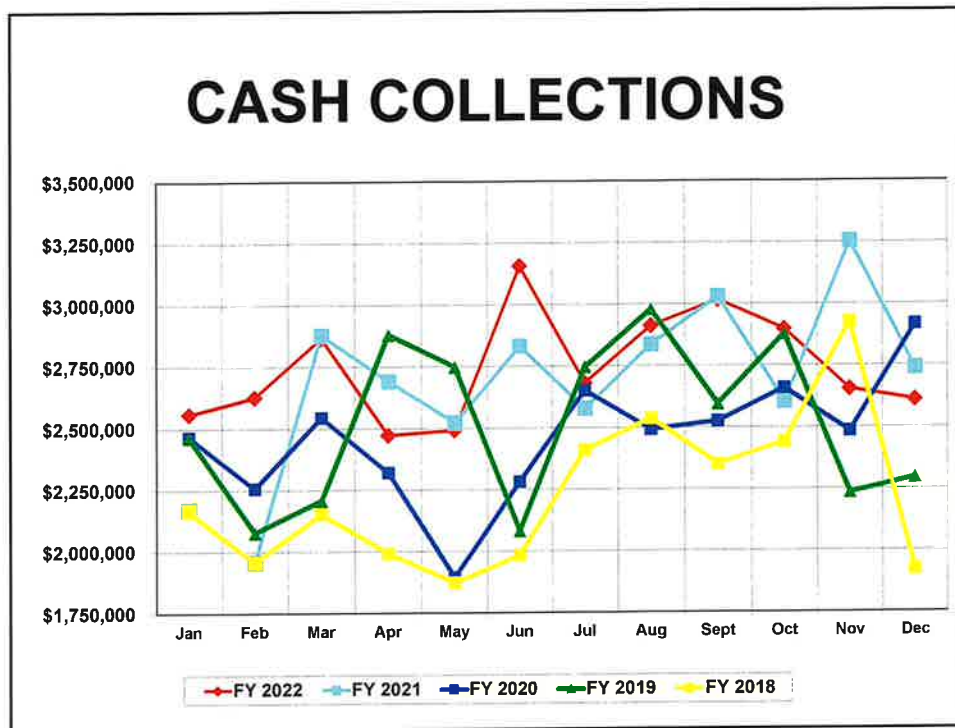
	December
Gross Revenue	\$ 6,229,537
Net Revenue	\$ 2,202,304
Expenses	\$ 3,039,746
Grants, 340B and Tax Revenue	\$ 663,175
Grants and 340B and Stimulus	\$ 596,562
Tax Revenue	\$ 66,613
Net Income	\$ -174,267

GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND





Income Statement - - - December 31, 2022 (DRAFT)

Page 1

	Current Month				Year-to-Date			
	2022	Budget	Difference	Variance	2022	Budget	Difference	Variance
Revenue								
7 Total In-patient Revenue	399,778	704,711	(304,933)	-43%	5,112,198	6,080,334	(968,136)	-16%
17 Total Out-patient Revenue	5,294,140	5,521,156	(227,016)	-4%	61,602,889	64,199,490	(2,596,601)	-4%
18 Professional Fees	535,619	543,003	(7,384)	-1%	6,149,915	6,181,320	(31,405)	-1%
19 Total Patient Revenue	6,229,537	6,768,870	(539,333)	-8%	72,865,002	76,461,144	(3,596,142)	-5%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	4,246,393	3,505,149	741,244	21%	38,575,045	39,831,240	(1,256,195)	-3%
22 Charity	13,972	-	13,972		438,363	-	438,363	
23 Bad Debt	70,920	233,411	(162,491)	-70%	2,753,151	2,652,395	100,756	4%
24 Provider Fee & Other	(304,052)	(294,051)	(10,001)	3%	(4,111,252)	(3,341,486)	(769,766)	23%
25 Total Revenue Deductions & Bad Debt	4,027,233	3,444,509	582,724	17%	37,655,307	39,142,149	(1,486,842)	-4%
26 Total Net Patient Revenue	2,202,304	3,324,361	(1,122,057)	-34%	35,209,695	37,318,995	(2,109,300)	-6%
27 Grants	2,491	5,402	(2,911)	-54%	116,329	57,469	58,860	102%
28 HHS Stimulus Other Revenue	-	-	-		669,775	-	669,775	
29 COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30 Other Operating Income - Misc	140,659	168,580	(27,921)	-17%	1,296,095	1,808,564	(512,469)	-28%
31 Total Net Revenues	2,345,454	3,498,343	(1,152,889)	-33%	37,291,894	39,185,028	(1,893,134)	-5%
Operating Expenses								
33 Salary & Wages	1,235,195	1,809,534	(574,339)	-32%	19,553,704	20,899,095	(1,345,391)	-6%
34 Benefits	436,825	299,043	137,782	46%	3,507,478	3,502,536	4,942	0%
35 Professional Fees/Contract Labor	185,317	40,403	144,914	359%	3,201,493	466,547	2,734,946	586%
36 Purchased Services	162,810	220,780	(57,970)	-26%	2,204,039	2,637,058	(433,019)	-16%
37 Supplies	472,669	551,570	(78,901)	-14%	7,220,147	6,428,708	791,439	12%
38 Rent & Leases	29,995	15,606	14,389	92%	242,503	182,153	60,350	33%
39 Repairs & Maintenance	62,192	46,660	15,532	33%	651,634	528,686	122,948	23%
40 Utilities	48,167	44,913	3,254	7%	478,964	431,331	47,633	11%
41 Insurance	36,237	29,214	7,023	24%	434,406	350,767	83,639	24%
42 Depreciation & Amortization	168,827	217,207	(48,380)	-22%	1,939,349	2,262,260	(322,911)	-14%
43 Interest	75,383	74,383	1,000	1%	917,725	858,485	59,240	7%
44 Other	126,129	149,019	(22,890)	-15%	1,466,945	1,771,405	(304,460)	-17%
45 Total Operating Expenses	3,039,746	3,498,332	(458,586)	-13%	41,818,387	40,319,031	1,499,356	4%
46 Operating Revenue Less Expenses	(694,292)	11	(694,303)	#####	(4,526,493)	(1,134,003)	(3,392,490)	299%
Non-Operating Income								
48 Tax Revenue	66,613	69,415	(2,802)	-4%	1,585,008	1,434,203	150,805	11%
49 Donations	453,412	9,680	443,732	4584%	453,412	200,000	253,412	127%
50 Total Non-Operating Income	520,025	79,095	440,930	557%	2,038,420	1,634,203	404,217	25%
51 Total Revenue Less Total Expenses	\$ (174,267)	\$ 79,106	\$ (253,373)	-320%	\$ (2,488,073)	\$ 500,200	\$ (2,988,273)	-597%

Income Statement Comparison - - - December 31, 2022 (DRAFT)

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	2022	Current Month 2021	Difference	Variance	2022	Year-to-Date 2021	Difference	Variance
Revenue								
2								
7 Total In-patient Revenue	399,778	372,766	27,012	7%	5,112,198	5,657,241	(545,043)	-10%
17 Total Out-patient Revenue	5,294,140	4,818,779	475,361	10%	61,602,889	58,666,150	2,936,739	5%
18 Professional Fees	535,619	474,729	60,890	13%	6,149,915	5,605,458	544,457	10%
19 Total Patient Revenue	6,229,537	5,666,274	563,263	10%	72,865,002	69,928,849	2,936,153	4%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	4,246,393	2,057,844	2,188,549	106%	38,575,045	35,058,131	3,516,914	10%
22 Charity	13,972	11,308	2,664	24%	438,363	619,176	(180,813)	-29%
23 Bad Debt	70,920	1,056,720	(985,800)	-93%	2,753,151	1,796,198	956,953	53%
24 Provider Fee & Other	(304,052)	(240,165)	(63,887)	27%	(4,111,252)	(3,187,647)	(923,605)	29%
25 Total Revenue Deductions & Bad Debt	4,027,233	2,885,707	1,141,526	40%	37,655,307	34,285,858	3,369,449	10%
26 Total Net Patient Revenue	2,202,304	2,780,567	(578,263)	-21%	35,209,695	35,642,991	(433,296)	-1%
27 Grants	2,491	114,212	(111,721)	-98%	116,329	1,011,386	(895,057)	-88%
28 HHS Stimulus Other Revenue	-	2,021,526	(2,021,526)	-100%	669,775	4,225,159	(3,555,384)	-84%
29 COVID PPP Loan Forgiveness	-	-	-	-	-	3,740,044	(3,740,044)	-100%
30 Other Operating Income - Misc	140,659	111,896	28,763	26%	1,296,095	1,770,942	(474,847)	-27%
31 Total Net Revenues	2,345,454	5,028,201	(2,682,747)	-53%	37,291,894	46,390,522	(9,098,628)	-20%
32 Operating Expenses								
33 Salary & Wages	1,235,195	2,187,864	(952,669)	-44%	19,553,704	20,776,608	(1,222,904)	-6%
34 Benefits	436,825	12,256	424,569	3464%	3,507,478	3,292,287	215,191	7%
35 Professional Fees/Contract Labor	185,317	112,845	72,472	64%	3,201,493	590,251	2,611,242	442%
36 Purchased Services	162,810	163,575	(765)	0%	2,204,039	1,895,136	308,903	16%
37 Supplies	472,669	361,355	111,314	31%	7,220,147	6,049,760	1,170,387	19%
38 Rent & Leases	29,995	29,853	142	0%	242,503	451,270	(208,767)	-46%
39 Repairs & Maintenance	62,192	52,010	10,182	20%	651,634	539,479	112,155	21%
40 Utilities	48,167	66,725	(18,558)	-28%	478,964	430,349	48,615	11%
41 Insurance	36,237	28,681	7,556	26%	434,406	339,605	94,801	28%
42 Depreciation & Amortization	168,827	140,649	28,178	20%	1,939,349	1,957,507	(18,158)	-1%
43 Interest	75,383	83,293	(7,910)	-9%	917,725	949,694	(31,969)	-3%
44 Other	126,129	172,993	(46,864)	-27%	1,466,945	1,945,740	(478,795)	-25%
45 Total Operating Expenses	3,039,746	3,412,099	(372,353)	-11%	41,818,387	39,217,686	2,600,701	7%
46 Operating Revenue Less Expenses	(694,292)	1,616,102	(2,310,394)	-143%	(4,526,493)	7,172,836	(11,699,329)	-163%
47 Non-Operating Income								
48 Tax Revenue	66,613	57,097	9,516	17%	1,585,008	1,434,731	150,277	10%
49 Donations	453,412	-	453,412		453,412	150,000	303,412	202%
50 Total Non-Operating Income	520,025	57,097	462,928	811%	2,038,420	1,584,731	453,689	29%
51 Total Revenue Less Total Expenses	\$ (174,267)	\$ 1,673,199	\$ (1,847,466)	-110%	\$ (2,488,073)	\$ 8,757,567	(11,245,640)	-128%

Balance Sheet - - - December 31, 2022 (DRAFT)

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating	\$ 11,118,764	\$ 12,612,082	Accts Payable - System	\$ 877,431	\$ 1,165,596
Debt Svc. Res. 2016 Bonds	878,731	878,731	Accrued Expenses	635,920	873,762
Bond Funds - 2016 Bonds	49	239,727	Cost Report Settlement Res	(66,531)	(627,314)
Bond Funds - 2021 / 2006	1,501,880	1,604,826	Wages & Benefits Payable	1,549,835	2,478,922
Escrow - UMB	27,140	27,140	Deferred Revenue	1,475,118	1,945
COVID PPP	-	-	COVID PPP Short Term Loan	-	-
Relief Fund Cash Restricted	-	-	Relief Fund Liability	-	-
Medicare Accelerated Pmt	-	-	Medicare Accelerated Pmt Liab	(251,194)	(251,194)
Total Cash	13,526,564	15,362,506	Current Portion of LT Debt-Lease	-	-
Accounts Receivable			Current Portion of LT Debt-2006	-	-
Patient Revenue - Net	3,573,432	3,353,545	Current Portion of LT Debt-2016	765,000	225,000
Other Receivables	1,620,564	68,055	Total Current Liabilities	4,985,579	3,866,717
Total Accounts Receivable	5,193,996	3,421,600	Long-Term Liabilities		
Inventory	1,802,750	1,681,872	Leases Payable - 75 N Pagosa	2,180,000	2,300,000
Total Current Assets	20,523,310	20,465,978	Equipment Lease (Siemens MRI)	1,556,908	1,575,608
Fixed Assets			Bond Premium (Net) - 2006 Def Outflows	192,404	193,516
Property Plant & Equip (Net)	23,689,331	23,428,218	Bond Premium (Net) - 2016	118,949	119,374
Work In Progress	419,210	361,960	Bond Premium (Net) - 2021	714,813	718,784
Land	704,021	704,021	Bonds Payable - 2021	7,465,000	7,885,000
Total Fixed Assets	24,812,562	24,494,199	Bonds Payable - 2006	-	-
Other Assets			Bonds Payable - 2016	9,025,000	9,025,000
Prepays & Other Assets	230,178	225,486	Total Long-Term Liabilities	21,253,074	21,817,282
Total Other Assets	230,178	225,486	Net Assets		
			Un-Restricted	21,815,470	21,815,470
			Current Year Net Income/Loss	(2,488,073)	(2,313,806)
			Total Un-Restricted	19,327,397	19,501,664
			Restricted		
			Total Net Assets	19,327,397	19,501,664
Total Assets	\$ 45,566,050	\$ 45,185,663	Total Liabilities & Net Assets	\$ 45,566,050	\$ 45,185,663

Pagosa Springs Medical Center

ORAL REPORTS 3.a.vii.(b)

Monthly Trends

Page 4

Activity	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	YTD Total
2 In-Patient Admissions	31	31	28	31	30	31	30	31	31	30	31	30	31	365
3 In-Patient Days	27	31	25	22	30	32	42	27	30	23	26	25	32	345
4 Avg Stay Days (In-patients)	56	67	62	58	68	86	115	72	81	34	64	51	64	822
5 Swing Bed Admissions	2.1	2.2	2.5	2.6	2.3	2.7	2.7	2.7	2.7	1.5	2.5	2.0	2.0	2.4
6 Swing Bed Days	0	0	0	0	0	0	0	0	0	0	0	0	0	-
7 Avg Length of Stay (Swing)	0	0	0	0	0	0	0	0	0	0	0	0	0	-
8 Average Daily Census	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
9 E/R visits	1.8	2.2	2.2	1.9	2.3	2.8	3.8	2.3	2.6	1.1	2.1	1.7	2.1	2.3
10 Observ Hours	607	946	834	742	546	622	681	787	638	639	529	616	753	8,333
11 Lab Tests	319	416	343	490	292	578	488	343	221	1,025	358	428	483	5,465
12 Radiology/CT/MRI Exams	5,498	5,660	4,897	5,200	5,353	5,623	6,094	5,926	6,175	5,720	5,839	6,987	5,695	69,169
14 OR Cases	1,365	1,299	1,195	1,483	1,320	1,288	1,409	1,386	1,563	1,411	1,342	1,274	1,361	16,331
15 Clinic Visits	87	86	71	104	78	113	100	99	127	91	95	105	116	1,185
16 Spec. Clinic Visits	1,490	1,444	1,206	1,714	1,692	1,756	1,747	1,692	2,021	1,717	1,804	1,627	1,794	20,214
17 Oncology Clinic Visits	37	33	32	44	27	29	46	10	33	33	27	30	37	381
18 Oncology/Infusion Patients	103	106	107	116	105	127	137	135	139	120	126	111	93	1,422
19 Infusion Patients	174	193	198	166	139	191	196	170	185	214	166	112	117	2,047
20 EMS Transports	101	109	108	116	66	93	99	98	69	72	48	49	78	1,005
21 Total Stats	124	101	100	112	87	117	78	125	130	96	76	104	104	1,230
21 Total Stats	9,905	10,393	9,091	10,287	9,724	10,537	11,075	10,771	11,301	11,138	10,410	11,443	10,631	126,782

Statistical Review

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2022	December			December			December Prior Y-T-D			
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance
In-Patient										
Admissions:										
Acute	32	30	2	345	348	(3)	345	357	(12)	-3%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	32	30	2	345	348	(3)	345	357	(12)	-3%
Patient Days:										
Acute	64	75	(11)	822	868	(46)	822	906	(84)	-9%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	64	75	(11)	822	868	(46)	822	906	(84)	-9%
Average Daily Census:										
# Of Days	31	31		365	365		365	365		
Acute	2.1	2.4	(0.4)	2.3	2.4	(0.1)	2.3	2.5	(0.2)	-9%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	2.1	2.4	(0.4)	2.3	2.4	(0.1)	2.3	2.5	(0.2)	-9%
Length of Stay:										
Acute	2.0	2.5	(0.5)	2.4	2.5	(0.1)	2.4	2.5	(0.2)	-6%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.0	2.5	(0.5)	2.4	2.5	(0.1)	2.4	2.5	(0.2)	-6%
Out-Patient										
Out-Patient Visits										
E/R Visits	753	588	165	8,333	6,840	1,493	8,333	6,772	1,561	23%
Observ admissions	23	27	(4)	275	315	(40)	275	314	(39)	-12%
Lab Tests	5,695	5,985	(290)	69,169	69,593	(424)	69,169	68,228	941	1%
Radiology/CT/MRI Exams/M	1,361	1,388	(27)	16,331	16,140	191	16,331	15,909	422	3%
OR Cases	116	111	5	1,185	1,291	(106)	1,185	1,253	(68)	-5%
Clinic Visits	1,794	1,855	(61)	20,214	21,566	(1,352)	20,214	21,143	(929)	-4%
Spec. Clinic Visits	37	101	(64)	381	1,171	(790)	381	1,171	(790)	-67%
Oncology Clinic Visits	93	120	(27)	1,422	1,396	26	1,422	1,355	67	5%
Oncology/Infusion Patients	117	166	(49)	2,047	1,928	119	2,047	1,872	175	9%
Infusion Patients	78	91	(13)	1,005	1,057	(52)	1,005	1,026	(21)	-2%
EMS Transports	104	114	(10)	1,230	1,327	(97)	1,230	1,314	(84)	-6%
Total	10,171	10,546	(375)	121,592	122,624	(1,032)	121,592	120,357	1,235	1%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of December 31, 2022

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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	\$	2,366,605	\$ 507,260	\$ 172,836	\$ 107,693	\$ 138,596	\$ 85,817	\$ 611,864	\$ 3,990,671	38%	
3 Medicaid		638,485	85,583	52,962	20,050	4,904	13,742	155,204	970,930	9%	
4 Third Party		1,562,110	487,374	297,065	163,816	58,073	179,108	753,405	3,500,951	33%	
5 Self-Pay		299,561	188,117	344,068	256,892	213,259	129,397	677,666	2,108,960	20%	
Current Month Total	\$	4,866,761	\$ 1,268,334	\$ 866,931	\$ 548,451	\$ 414,832	\$ 408,064	\$ 2,198,139	\$ 10,571,512	100%	176,992
Pct of Total		46%	12%	8%	5%	4%	4%	21%	100%		
Nov-22	\$	4,628,883	\$ 1,203,061	\$ 741,822	\$ 516,963	\$ 509,027	\$ 428,506	\$ 2,149,446	\$ 10,177,708		226,765
Pct of Total		45%	12%	7%	5%	5%	4%	21%	100%		
Oct-22	\$	4,510,172	\$ 1,414,025	\$ 840,205	\$ 678,170	\$ 658,661	\$ 439,855	\$ 1,826,111	\$ 10,367,199		147,187
Pct of Total		44%	14%	8%	7%	6%	4%	18%	100%		
Sep-22	\$	5,163,652	\$ 1,454,685	\$ 829,159	\$ 821,421	\$ 525,214	\$ 274,896	\$ 2,073,259	\$ 11,142,286		176,296
Pct of Total		46%	13%	7%	7%	5%	2%	19%	100%		
Aug-22	\$	5,070,970	\$ 1,423,538	\$ 1,289,523	\$ 637,852	\$ 423,338	\$ 370,971	\$ 1,518,317	\$ 10,734,509		181,959
Pct of Total		47%	13%	12%	6%	4%	3%	14%	100%		
Jul-22	\$	5,195,855	\$ 1,750,827	\$ 922,811	\$ 484,274	\$ 416,696	\$ 338,589	\$ 1,881,363	\$ 10,990,415		262,515
Pct of Total		47%	16%	8%	4%	4%	3%	17%	100%		
Jun-22	\$	5,296,769	\$ 1,257,194	\$ 690,323	\$ 660,956	\$ 438,544	\$ 356,021	\$ 1,355,339	\$ 10,055,146		248,707
Pct of Total		53%	13%	7%	7%	4%	4%	13%	100%		
May-22	\$	4,976,841	\$ 1,229,667	\$ 763,335	\$ 569,449	\$ 554,337	\$ 321,119	\$ 1,643,977	\$ 10,058,725		150,992
Pct of Total		49%	12%	8%	6%	6%	3%	16%	100%		
Apr-22	\$	4,411,765	\$ 1,085,976	\$ 693,620	\$ 609,943	\$ 440,794	\$ 289,902	\$ 1,669,402	\$ 9,201,402		215,897
Pct of Total		48%	12%	8%	7%	5%	3%	18%	100%		
Mar-22	\$	4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total		45%	15%	7%	6%	4%	3%	19%	100%		
Feb-22	\$	4,206,381	\$ 1,389,690	\$ 673,681	\$ 575,452	\$ 413,271	\$ 309,780	\$ 1,752,689	\$ 9,320,944		199,177
Pct of Total		45%	15%	7%	6%	4%	3%	19%	100%		
Jan-22	\$	4,815,885	\$ 1,218,564	\$ 968,019	\$ 573,545	\$ 504,719	\$ 332,446	\$ 1,663,719	\$ 10,076,897		184,318
Pct of Total		48%	12%	10%	6%	5%	3%	17%	100%		
Dec-21	\$	4,411,483	\$ 1,771,146	\$ 897,483	\$ 629,416	\$ 471,528	\$ 299,814	\$ 1,716,882	\$ 10,197,752		246,249
Pct of Total		43%	17%	9%	6%	5%	3%	17%	100%		
Nov-21	\$	5,254,766	\$ 1,288,663	\$ 765,276	\$ 596,925	\$ 429,612	\$ 449,363	\$ 1,582,207	\$ 10,366,811		223,165
Pct of Total		51%	12%	7%	6%	4%	4%	15%	100%		

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of December 31, 2022

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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
Oct-21	\$	4,591,197	\$	1,412,195	\$	784,524	\$	573,095	\$	661,916	\$	330,409	\$	1,562,788	\$	9,916,124		372,288
Pct of Total		46%		14%		8%		6%		7%		3%		16%		100%		
Sep-21	\$	4,623,878	\$	1,367,954	\$	793,192	\$	861,326	\$	484,324	\$	263,617	\$	1,610,326	\$	10,004,617		251,846
Pct of Total		46%		14%		8%		9%		5%		3%		16%		100%		
Aug-21	\$	5,070,970	\$	1,423,538	\$	1,289,523	\$	637,852	\$	423,338	\$	370,971	\$	1,518,317	\$	10,734,509		181,959
Pct of Total		47%		13%		12%		6%		4%		3%		14%		100%		
Jul-21	\$	4,918,121	\$	1,859,528	\$	864,925	\$	524,846	\$	546,331	\$	340,021	\$	1,455,387	\$	10,509,159		125,498
Pct of Total		47%		18%		8%		5%		5%		3%		14%		100%		
Jun-21	\$	4,450,225	\$	991,357	\$	492,319	\$	470,912	\$	586,430	\$	386,858	\$	1,658,314	\$	9,036,415		248,707
Pct of Total		49%		11%		5%		5%		6%		4%		18%		100%		
May-21	\$	4,564,596	\$	1,223,151	\$	900,499	\$	559,379	\$	516,823	\$	338,558	\$	1,383,875	\$	9,486,881		95,678
Pct of Total		48%		13%		9%		6%		5%		4%		15%		100%		
Apr-21	\$	4,315,723	\$	1,332,592	\$	712,599	\$	645,005	\$	417,714	\$	166,007	\$	1,174,380	\$	8,764,020		190,242
Pct of Total		49%		15%		8%		7%		5%		2%		13%		100%		
Mar-21	\$	4,536,107	\$	1,283,697	\$	893,010	\$	614,678	\$	287,740	\$	205,954	\$	1,187,089	\$	9,008,275		141,056
Pct of Total		50%		14%		10%		7%		3%		2%		13%		100%		
Feb-21	\$	4,632,177	\$	1,808,956	\$	796,014	\$	329,120	\$	255,606	\$	194,030	\$	1,194,813	\$	9,210,716		116,794
Pct of Total		50%		20%		9%		4%		3%		2%		13%		100%		
Jan-21	\$	4,667,228	\$	1,324,541	\$	489,574	\$	380,972	\$	303,832	\$	307,163	\$	1,102,666	\$	8,575,976		197,220
Pct of Total		54%		15%		6%		4%		4%		4%		13%		100%		
Dec-20	\$	4,315,448	\$	835,664	\$	542,288	\$	394,340	\$	421,056	\$	304,468	\$	965,830	\$	7,779,094		222,785
Pct of Total		55%		11%		7%		5%		5%		4%		12%		100%		
12	Pct Settled (Current)			72.6%		27.9%		26.1%		19.8%		19.8%		-413.0%				
13	Pct Settled (Nov from Oct)			73.3%		47.5%		38.5%		24.9%		34.9%		-388.7%				
14	Pct Settled (Oct from Sept)			72.6%		42.2%		18.2%		19.8%		16.3%		-564.3%				
15	Pct Settled (Sept from Aug)			71.3%		41.8%		36.3%		17.7%		35.1%		-458.9%				
16	Pct Settled (Aug from July)			72.6%		26.3%		30.9%		12.6%		11.0%		-348.4%				

Pagosa Springs Medical Center

ORAL REPORTS 3a.vii.(b)

Pagosa Springs Medical Center - - - Net Days in A/R 2022

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	31	28	31	30	31	30
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
2 Net Accounts Receivable	\$ 4,241,833	\$ 3,719,612	\$ 3,356,476	\$ 3,562,280	\$ 4,287,056	\$ 4,552,033
3 Net Patient Revenue	\$ 2,998,220	\$ 2,487,566	\$ 2,698,764	\$ 2,925,069	\$ 3,497,765	\$ 3,447,795
4 Net Patient Rev/Day (2 month Avg)	\$ 86,218	\$ 92,779	\$ 87,949	\$ 92,280	\$ 105,167	\$ 113,879
5 Net Days in A/R	49	40	38	39	41	40

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

Pagosa Springs Medical Center - - - Gross Days Target

12 Medicare	33%	21	\$ 82,184	\$ 569,532
13 Medicaid	7%	35	\$ 82,184	\$ 201,350
14 Blue Cross	15%	48	\$ 82,184	\$ 591,722
15 Commercial	26%	65	\$ 82,184	\$ 1,388,903
16 Self Pay	19%	150	\$ 82,184	\$ 2,342,233
17 Total:	100%			\$ 5,093,740
18				\$ 82,184
19			Gross Days in A/R Target	62

Pagosa Springs Medical Center
Revenue by Financial Class
December 31, 2022

ORAL REPORTS 3.a.vii.(b)

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	72,073.40	72,073.40	1.16%
Blue Cross	40,674.60	652,771.90	693,446.50	11.13%
Champus	-	60,102.10	60,102.10	0.96%
Commercial Insurance	30,784.10	709,753.25	740,537.35	11.89%
Medicaid	115,847.58	1,139,860.74	1,255,708.32	20.16%
Medicare	233,504.83	1,894,723.93	2,128,228.76	34.16%
Medicare HMO	76,008.90	805,186.61	881,195.51	14.15%
Self Pay	889.00	172,629.42	173,518.42	2.79%
Self Pay - Client Billing	-	17,644.20	17,644.20	0.28%
Veterans Administration	324.00	189,775.56	190,099.56	3.05%
Workers Compensation	-	16,982.96	16,982.96	0.27%
Total	498,033.01	5,731,504.07	6,229,537.08	100.00%

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/2021 % YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD	12/31/16 % YTD
Auto/Liability Insurance	-	747,588.13	747,588.13	1.02%	1.41%	0.91%	1.15%	1.05%	1.24%	1.11%
Blue Cross	309,607.90	7,203,698.92	7,513,306.82	10.30%	11.40%	12.38%	15.40%	15.42%	15.90%	15.83%
Champus	46,768.50	616,989.40	663,757.90	0.91%	0.95%	0.82%	0.31%	0.08%	0.07%	0.19%
Commercial Insurance	576,857.98	7,676,157.17	8,253,015.15	11.31%	12.12%	11.72%	11.34%	13.08%	11.79%	13.08%
Medicaid	1,078,516.18	11,379,284.89	12,457,801.07	17.07%	17.50%	18.86%	18.75%	18.22%	20.28%	21.56%
Medicare	2,392,749.56	24,070,997.03	26,463,746.59	36.26%	36.51%	38.60%	36.99%	36.75%	35.27%	35.90%
Medicare HMO	1,278,915.18	9,657,378.85	10,936,294.03	14.99%	11.01%	7.77%	7.20%	4.47%	3.55%	2.76%
Self Pay	81,685.09	2,270,923.95	2,352,609.04	3.22%	3.95%	3.68%	4.40%	5.40%	6.96%	5.26%
Self Pay - Client Billing	-	195,381.56	195,381.56	0.27%	0.36%	0.22%	0.18%	0.18%	0.19%	0.17%
Veterans Administration	207,307.63	2,538,345.21	2,745,652.84	3.76%	3.76%	4.13%	2.74%	4.13%	3.58%	2.74%
Workers Compensation	-	645,172.30	645,172.30	0.88%	1.03%	0.92%	1.52%	1.22%	1.17%	1.37%
Total	5,972,408.02	67,001,917.41	72,974,325.43	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.97%
Blank										0.00%
HMO (Health Maint Org)										0.03%
Total						100.00%	100.00%	100.00%	100.00%	100.00%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows
(DRAFT)

ORAL REPORTS 3.a.vii.(b)

Cash Flows from operating activities

	December 2022
Change in net assets	(174,267)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	168,827
Patient accounts receivable	(219,887)
Accounts payable and wages payable	(1,217,252)
Accrued liabilities	(237,842)
Pre-paid assets	(4,692)
Deferred revenues	1,473,173
Other receivables	(1,552,509)
Reserve for third party settlement	560,783
Inventory	(120,878)
Net Cash Provided by (used in) operating activities	(1,324,544)

Cash Flows from investing activities

Purchase of property and equipment	(435,448)
Work in progress	(57,250)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(492,698)

Cash Flows from financing activities

Principal payments on long-term debt	120,000
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Recognize Amounts from Relief Fund	-
Payments/Proceeds from Medicare Accelerated Payment	-
Change in Prior Year Net Assets	-
Change in leases payable	(138,700)
Net Cash Provided by (used in) financing activities	(18,700)

Net Increase(Decrease) in Cash (1,835,942)

Cash Beginning of Month 15,362,506

Cash End of Month 13,526,564

Pagosa Springs Medical Center
Cash Forecast as of end of December 2022
Forecast Months Based on Budget and Actual

Prepared 9/15/2022
Cash balance 18,153,025
at 12/31/21

	(1) Net Asset Change	(2) Depreciation	(3) Receivables	(4) Payables & Other Liabilities	(5) Pre-Paid Assets	(6) Deferred Revenue	(7) Third Party	(8) Inventory	(9) Equipment Purchase	(10) Lease Payables	(11) Other	Net Cash Change	Balance
January 2022 (Actual)	(92,659)	145,357	(208,375)	1,309	(27,688)	-	(43,608)	(3,452)	(38,542)	(14,316)	(143,656)	(425,630)	17,727,395
February 2022 (Actual)	(389,081)	145,171	749,244	284,437	(8,139)	(70,348)	(204,353)	2,184	(122,975)	(14,341)	(159,398)	212,401	17,939,796
March 2022 (Actual)	(92,064)	146,944	865,722	429,452	26,909	(490,329)	(3,184)	(6,718)	(10,302)	(14,367)	(272,512)	579,551	18,519,347
April 2022 (Actual)	(169,828)	151,033	(15,343)	(42,597)	49,270	(163,007)	(5,307)	23,627	(104,967)	(8,991)	(295,270)	(581,380)	17,937,967
May 2022 (Actual)	(449,450)	136,427	(348,698)	1,392,304	(122,776)	(344,186)	(107,336)	4,980	(81,898)	(9,016)	(306,346)	(235,995)	17,701,972
June 2022 (Actual)	241,658	226,556	16,637	(65,519)	68,063	(111,994)	(564,135)	12,968	(1,711,526)	1,668,917	(588,761)	(807,136)	16,894,836
July 2022 (Actual)	(615,301)	163,730	654,096	(993,430)	53,407	(208,902)	(77,547)	111,494	(36,164)	(18,510)	(318,202)	(1,285,329)	15,609,507
August 2022 (Actual)	119,512	162,618	(118,462)	592,912	104,650	(45,250)	77,584	(936)	(2,304,769)	2,281,301	(420,406)	448,754	16,058,261
September 2022 (Actual)	262,247	169,236	95,833	(584,540)	14,852	-	592,269	2,867	(47,636)	(18,700)	(455,955)	30,473	16,088,734
October 2022 (Actual)	(571,010)	161,295	572,738	475,097	20,216	-	(396,050)	(23,107)	(39,827)	(18,700)	(861,767)	(681,115)	15,407,619
November 2022 (Actual)	(554,524)	162,156	297,140	165,547	14,644	-	(46,183)	(4,135)	(61,058)	(18,700)	-	(45,113)	15,362,506
December 2022 (Draft)	(174,267)	168,827	(1,772,396)	(1,455,094)	(4,692)	1,473,173	560,783	(120,878)	(492,698)	(138,700)	120,000	(1,835,942)	13,526,564
Totals	(2,484,767)	1,939,350	788,136	199,878	188,716	39,157	(217,067) 981,635	(1,106)	(5,052,362)	3,675,877	(3,702,273)	(4,626,461)	13,526,564
													at 12/31/22
													6,555,458

2022						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-22	\$2,121,338.00	\$2,559,519.95	\$438,181.95	120.66%	\$ (89,581.25)	\$2,469,938.70
Feb-22	\$2,758,055.00	\$2,629,036.30	(\$129,018.70)	95.32%	\$ 229,760.89	\$2,858,797.19
Mar-22	\$2,447,401.00	\$2,867,669.94	\$420,268.94	117.17%	\$ (100,621.01)	\$2,767,048.93
Apr-22	\$2,458,581.00	\$2,473,500.99	\$14,919.99	100.61%	\$ (75,703.82)	\$2,397,797.17
May-22	\$2,683,321.00	\$2,492,736.21	(\$190,584.79)	92.90%	\$ (213,193.08)	\$2,279,543.13
Jun-22	\$3,192,941.00	\$3,158,673.78	(\$34,267.22)	98.93%	\$ (427,856.04)	\$2,730,817.74
Jul-22	\$3,357,630.00	\$2,682,707.49	(\$674,922.51)	79.90%	\$ (258,382.04)	\$2,424,325.45
Aug-22	\$2,265,214.00	\$2,914,900.80	\$649,686.80	128.68%	\$ (137,818.00)	\$2,777,082.80
Sep-22	\$3,920,074.00	\$3,018,978.09	(\$901,095.91)	77.01%	\$ (450,918.35)	\$2,568,059.74
Oct-22	\$3,137,210.00	\$2,899,452.86	(\$237,757.14)	92.42%	\$ (550,663.63)	\$ 2,348,789.23
Nov-22	\$2,562,908.00	\$2,655,286.68	\$92,378.68	103.60%	\$ 123,466.80	\$ 2,778,753.48
Dec-22	\$2,258,857.00	\$2,611,685.38	\$352,828.38	115.62%	\$ 178,002.31	\$ 2,789,687.69
	\$33,163,530.00	\$32,964,148.47	(\$199,381.53)	99.40%	\$ (1,773,507.22)	\$31,190,641.25



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, JOHN WISNESKI
January 24, 2023**

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

RECOMMENDATION	DESCRIPTION
Emergency Medicine Privilege Form	Revised Privilege Form: ATLS certification requirement modified to not require it to be kept current if the physician is board certified in Emergency Medicine. This is to match current State Trauma Board recommendations and American College of Emergency Physicians recommendations.
Medical Staff Policy: PA, NP, and Medical Students Policy	Revised Medical Staff Policy: adjusted to include best practices, current processes with UCHHealth medical students.

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
William Graf, MD	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
Heather Nobles, PA-C	Initial Appointment	APP/PA Family Medicine	Family Medicine
Stephen Stewart, MD	Initial Appointment	Active/Emergency Medicine	Emergency Medicine
Andrew Wade, MD	Initial Appointment	Telemedicine/Teleradiology	Diagnostic Radiology
Josef Witt-Doerring, MD	Initial Appointment	Telemedicine/Telepsychiatry	Psychiatry
Dennis Buck, DO	Reappointment	Active/Oncology & Hematology	Oncology & Hematology
Janice Brenneman, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Kimberly Furry, MD	Reappointment	Telemedicine/Orthopedics	Orthopaedic Surgery
Craig Jonas, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Clayton LaBaume, PA-C	Reappointment	APP/Telemedicine Orthopedics	Orthopedics
Robert Lambert, MD	Reappointment	Active/Cardiology	Cardiovascular Disease & Internal Medicine
Kevin Lampert, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Sharmila Lingam-Nattamai, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Jennifer Rupp, MD	Reappointment	Telemedicine/Infectious Disease & Internal Medicine	Infectious Disease & Internal Medicine
Carl Salka, MD	Reappointment	Telemedicine/Infectious Disease & Internal Medicine	Infectious Disease & Internal Medicine
Mindy Siegel, MD	Reappointment	Courtesy/Orthopedics	Orthopaedic Surgery

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 16
 Active Temporary: 1
 Courtesy: 21
 Courtesy-Locum Tenens: 0
 Telemedicine: 136
 Advanced Practice Providers & Behavioral Health Providers: 11
 Honorary: 1
 Total: 186

Carrier Neutral Location (CNL)

Many communities suffer from substandard broadband services due to an uncompetitive broadband environment. This situation often begins with having a single Middle Mile service provider which enjoys a monopoly in both Middle and Last Mile services in a given market. Competing Last Mile service providers have but one source for internet bandwidth and may suffer from high prices and unreliable services. Communities have a relatively low cost method of addressing an uncompetitive broadband market.

That solution is a Carrier Neutral Location (CNL). A CNL is simply rack space in any location that is not owned and operated by a service provider. A CNL is where Middle Mile providers terminate their services (fiber, microwave) from the outside world and where Last Mile service providers originate their services to the homes and businesses of the community. Successful CNLs exist in Colorado in the city-owned Information Technology (IT) spaces in Cortez and Durango. One approach is for the CNL to be located in a publicly owned space such that the community holds the leverage on broadband environment over service providers. The CNL represents a “digital marketplace” not unlike Main Street shops. That is, the town maintains Main Street and the merchants enjoy the benefits of paved streets, sidewalks, police and fire protection, etc.

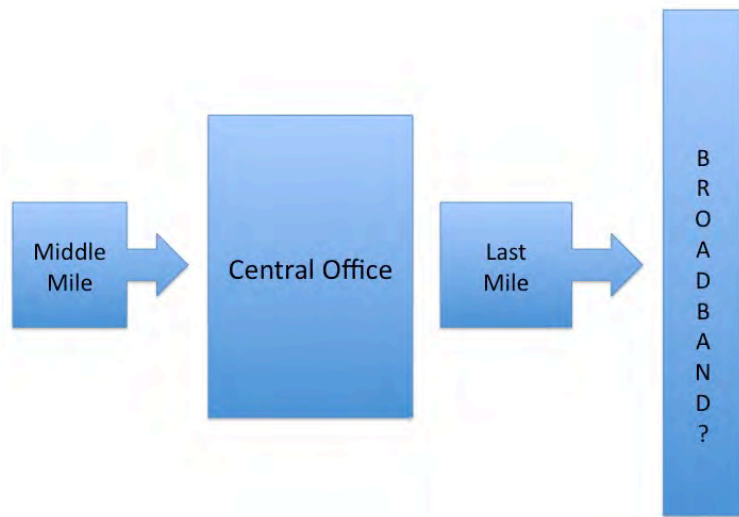


Figure 1 Uncompetitive broadband environment with single service provider

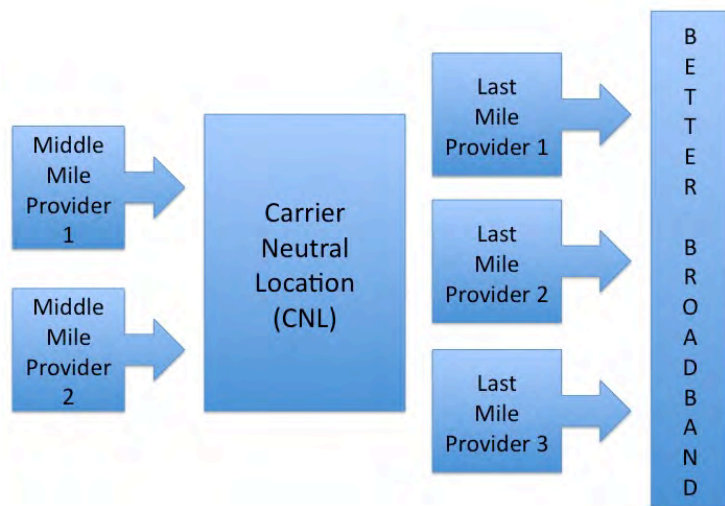


Figure 2 A Carrier Neutral Location brings competition into Middle and Last Mile markets



Figure 3 Planned CNL in Salida, CO



Figure 4 Diesel generator providing back-up power for City of Cortez' CNL



Figure 5 Uninterruptible Power supply (UPS) for Cortez CNL



Figure 6 Rack space for Middle and Last Mile service provider switching and routing equipment in Cortez CNL



Figure 7 Secure entrance to the CNL ensures security and reliability



Figure 8 Photo of CNL building similar to what is proposed to be housed at PSMC



Figure 9 Photo of CNL building similar to what is proposed to be housed at PSMC

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

Formal Written Resolution 2023-02

January 24, 2023

WHEREAS the following is relevant background about the Carrier Neutral Location:

- The Pagosa Springs Community Development Corporation (the “CDC”) is a nonprofit corporation with a mission to enhance the quality of life for the citizens of Pagosa Springs and Archuleta County by creating jobs, encouraging new capital investment, and creating a business friendly community.
- A division of the CDC is the Archuleta County Broadband Services Management Office (“BSMO”).
- The CDC applied for and received a grant from DOLA to address broadband including to purchase and install a new Carrier Neutral Location facility (CNL) in Archuleta County; the grant requires matching funds which were funded by the federal American Rescue Plan Act of 2021 and some in-kind support from LPEA.
- “A CNL is simply rack space in any location that is not owned and operated by a service provider. A CNL is where Middle Mile providers terminate their services (fiber, microwave) from the outside world and where Last Mile service providers originate their service to the homes and businesses of the community.”¹
- With grant funding, the CDC’s BSMO is purchasing a CNL building/bunker that is approximately twenty-six feet long and twelve feet wide with concrete walls. The CNL building requires a concrete foundation, a concrete or rock skirt approximately seven feet wide around the building, electrical service, paved access (that is plowed), and access to easements for redundant fiber access.
- The CDC’s business plan to support the CNL is to lease rack space to private internet service providers and use the proceeds to pay for a land lease for the building, maintenance of the building, operational costs (electrical service, insurance, etc.) and the manager of BSMO.
- The CDC does not own land and seeks a land lease for an area approximately 40’x20’ from Pagosa Springs Medical Center to house the CNL.

WHEREAS the following is relevant information about Pagosa Springs Medical Center and the CNL:

- The Upper San Juan Health Service District does business under the trade name Pagosa Springs Medical Center and provides outpatient services as well as the only ambulance and hospital service to its district.

¹ <https://www.gigshowcase.com/EndUserFiles/31286.pdf?bcs-agent-scanner=364f8120-ff54-564e-85f8-0d1ae26a5f1e>

- PSMC owns approximately fifteen acres of land that is developable to meet the future outpatient, hospital and ambulance needs of the community and, accordingly, PSMC endeavors to avoid burdening the developable areas of land with easements or unmovable fiber or buildings.
- The CNL for the community is currently inside PSMC's hospital facility but this location is neither sustainable nor suitable because of PSMC's limited space limitations and due to the access limitations imposed by PSMC for security.
- PSMC has identified a possible location for a lease of land for the CNL adjacent to the Dodie Cassidy Building. The location is in an area not anticipated to be developed for future PSMC medical services, is within close proximity to electrical access, but requires dedication of some additional easement area for primary and secondary installation of fiber from Highway 160 to the CNL and to the PSMC building.
- Among the benefits to PSMC of leasing the land for the CNL include:
 - The overall improved broadband benefit to the community of a CNL;
 - The support of the CDC in trying to secure continued dedicated fiber to PSMC that improves PSMC's overall internet service that is vital to delivery of healthcare;
 - Income to PSMC for the land lease in the sum of two thousand (\$2,000.00) for the ten-year term of the lease.

NOW, THEREFORE, THE BOARD OF DIRECTORS HEREBY RESOLVES TO: Authorize PSMC's CEO (Rhonda P. Webb, M.D.), with the support of the Board Chair and Vice Chair, to negotiate the terms of a lease with the CDC and execute a lease of the same as well as easement dedications generally with the following material terms:

- Lease term of ten years;
- monthly lease rental in the amount of two thousand dollars (\$2,000.00) per month;
- the CDC shall pay for its own operational expenses for electrical, insurance, security, maintenance, etc.;
- the CDC and the internet service providers using the CNL shall have vehicle access over PSMC parking lots; PSMC shall not provide any snow removal to the CNL except PSMC's snow removal of its parking lots in the ordinary course of PSMC's business;
- the CNL building shall be painted in a neutral color approved by PSMC's CEO that is consistent with PSMC's existing exterior;
- the CNL building shall be maintained by the CDC to a professional appearance, shall not be fenced, and shall not fall into disrepair;
- if requested by PSMC, the CDC shall plant, in locations selected by PSMC, at least three trees selected by PSMC to soften the appearance of the building;
- the CDC will support PSMC in receiving dedicated fiber from the internet service provider for the benefit of PSMC's operations;

- the CDC shall comply with all applicable laws in the operation of the CNL and require the same of the internet service providers who use the CNL;
- A leased area of land approximately forty feet by twenty feet (40'x20') together with easements for associated fiber;
- Easements will be dedicated for fiber and/or electrical in a manner to minimize the possible future impacts of such easement(s); and
- At the expense of the CDC, the exact lease location and any new easements shall be surveyed by a surveyor selected by PSMC and such surveys shall be included in the lease.

ADOPTED and APPROVED by the Board of Directors this 24th day of January, 2023.

Kate Alfred, as Vice-Chair and authorized signor for the Board of Directors

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

**Formal Written Resolution 2022-03
January 24, 2023**

**APPOINTING A DESIGNATED ELECTION OFFICIAL AND
AUTHORIZING DESIGNATED ELECTION OFFICIAL
TO CANCEL ELECTION**

32-1-804(2), 1-13.5-513, C.R.S.

WHEREAS, pursuant to 32-1-804(2), C.R.S., the Board of Directors of the Upper San Juan Health Service District, Archuleta, and portions of Hinsdale and Mineral Counties, Colorado is authorized to designate a Designated Election Official (the “DEO”) to exercise the authority of the Board in conducting the election, and

WHEREAS, pursuant to 1-13.5-513, C.R.S., the Board can authorize the DEO to cancel the election upon certain conditions;

NOW, THEREFORE, be it resolved by the Board of Directors of the Upper San Juan Health Service District, Archuleta, and portions of Hinsdale and Mineral Counties, Colorado that:

1. The Board hereby names Heather Thomas as the DEO for the regular special district election scheduled for the 2nd day of May, 2023.
2. The Board hereby authorizes and directs the DEO, if the only matter before the electors is the election of persons to office, to cancel said election and declare the candidates elected, if at the close of business on the sixty-third day before the election there are not more candidates than offices to be filled, including candidates filing affidavits of intent to run as write-in candidates.
3. The Board further authorizes and directs the DEO to publish and post a Notice of Cancellation of election at each polling place and in the offices of the DEO, the county clerk and Recorder of each county in which the district is located. The DEO shall also notify the candidates that the election was cancelled and they are elected by acclamation.
4. Pursuant to §1-13.5-513(1)&(4), if the DEO has cancelled the election, the DEO or district may file this resolution, together with the Notice of Cancellation, with the Division of Local Government.

Upper San Juan Health Service District
Resolution 2023-01
Page 2 of 2

ADOPTED and APPROVED this 24th day of January, 2023, by the Board of Directors of the Upper San Juan Health Service District, Archuleta, and portions of Hinsdale and Mineral Counties, Colorado.

Kate Alfred, as Vice-Chair of the Board

(DISTRICT SEAL)

PROCEDURAL INSTRUCTIONS:

**District shall publish Notice of Cancellation, form SD-11, if election is cancelled. District may file both this resolution and notice with the Division of Local Government.
Only Notice of Cancellation must be filed.**

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

**Formal Written Resolution 2023-04
January 24, 2023**

TERMS FOR THE REGULAR DISTRICT ELECTION FOR MAY 2023

(C.R.S. Sections 32-1-804 and 1-1-111)

WHEREAS, in accordance with the Special District Act (“Act”) and the Uniform Election Code of 1992 (“Code”), the Upper San Juan Health Service District (“USJHSD”), in Archuleta, and portions of Hinsdale and Mineral Counties, Colorado will hold a regular special district election on **May 2, 2023**, (“Election”) for the purpose of the election of certain Board members; and

WHEREAS, the following Board seats will be on the ballot and elected at the Election:

- A. The seat currently held by Matt Mees: 4-year term;
- B. The seat currently held by Mark Ziegler: 4-year term; and
- C. The seat currently held by Dr. Jim Pruitt: 4-year term;

WHEREAS, the terms of office of the existing Directors named above shall expire after their successors are elected at the Election and the successors take office at the next regular meeting of the USJHSD Board (scheduled for May 23, 2023).

NOW, THEREFORE, be it resolved by the Board of Directors of the Upper San Juan Health Service District, in Archuleta, and portions of Hinsdale, and Mineral Counties, Colorado that:

1. Pursuant to and in accordance with the Act, Code, and other applicable laws, the regular election of the eligible electors of the District shall be held on May 2, 2023, between the hours of 7:00 a.m. and 7:00 p.m. MST and four Directors will be elected, each to serve a four-year term.
2. USJHSD will hold either a polling place election or a mail-in ballot election, as will be subsequently determined by USJHSD subject to compliance with all applicable laws then in effect. Such election will be held by USJHSD and does not have to be a coordinated election with the counties where the district is located.
3. The USJHSD Board of Directors has designated the Clerk to the Board of Directors, Heather Thomas, as the Designated Election Official of the District (the “DEO”), and the DEO is hereby authorized and directed to proceed with any action necessary or appropriate to effectuate the provisions of this Resolution and the Act, Code, TABOR or other applicable laws. The Election shall be conducted in accordance with the Act, Code, TABOR and other applicable laws. Among other matters, the DEO shall publish the call for nominations, appoint election judges as necessary, appoint the Canvass Board, arrange for the required notices of election, including the TABOR notice, and printing of ballots, and direct that all other appropriate actions be accomplished.

4. If applicable and if other special districts with overlapping boundaries of the District are conducting ballot issue elections on the Election Day, the District acknowledges that it is required to enter into an intergovernmental agreement with such special districts concerning the preparation and mailing of the TABOR Notice to the registered electors within the overlapping area. The DEO is authorized, following consultation with legal counsel for the District, to enter into such agreement on behalf of the District.
5. Applications for absentee ballots may be filed with the DEO of the District by emailing said completed form to DEO@PSMedicalCenter.org or mailing said completed form to 95 S. Pagosa Blvd., Pagosa Springs, CO 81147 by the close of business (4:30 p.m. MST) on the Tuesday immediately preceding the election (Tuesday, April 25, 2023). All absentee ballots must be returned to the DEO no later than 7:00 p.m. MST on election day.
6. Self-Nomination and Acceptance forms are available by emailing a request to DEO@PSMedicalCenter.org or downloading said form from the District's website at www.pagosaspringsmedicalcenter.org. All candidates must file a Self-Nomination and Acceptance form with the DEO no later than the close of business (time: 4:30 p.m. MST) on Friday, February 24, 2023 by emailing said completed form to DEO@PSMedicalcenter.org or mailing said completed form to 95 S. Pagosa Blvd., Pagosa Springs, CO 81147.
7. If the only matter before the electors is the election of Directors of the District and if, at the close of business on February 28, 2023 (4:30 p.m. MST), there are not more candidates than offices to be filled at the Election, including candidates timely filing affidavits of intent, the DEO shall then cancel the Election and declare the candidates elected on March 1, 2023, Notice of such cancellation shall be published and posted in accordance with the Code.
8. Pursuant to Section 1-11-203.5, C.R.S., any election contest arising out of a ballot issue or ballot question election concerning the order of the ballot or the form or content of the ballot title shall be commenced by petition filed with the proper court within five (5) days after the title of the ballot issue or ballot question is set.
9. If any part or provision of this Resolution is adjudged to be unenforceable or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of this Resolution, it being the Board's intention that the various provisions hereof are severable.
10. Any and all actions previously taken by the DEO or the Secretary of the Board of Directors or any other persons acting on their behalf pursuant to the Act, the Code or other applicable laws, are hereby ratified and confirmed.
11. All acts, orders, and resolutions, or parts thereof, of the Board which are inconsistent or in conflict with this Resolution are hereby repealed to the extent only of such inconsistency or conflict.
12. The provisions of this Resolution shall take effect immediately.

Upper San Juan Health Service District
Resolution 2023-02
Page **3** of **3**

ADOPTED and APPROVED by the Board of Directors of the Upper San Juan Health Service District on this 24th day of January, 2023.

Kate Alfred, as Vice-Chair of the Board

(DISTRICT SEAL)



MINUTES OF REGULAR BOARD MEETING
November 15 2022, at 5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held its regular board meeting on November 15, 2022, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chairman Matt Mees, Treasurer/Secretary Mark Zeigler, Director Martin Rose, and Director Barbara Parada

Present via Zoom: Vice-Chair Kate Alfred, Director Dr. Jim Pruitt, and Director Jason Cox

1) CALL TO ORDER

- a) Call for quorum: Chair Mees called the meeting to order at 5:00 p.m. MST and Clerk to the Board, Kelli Schanz, 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: Chairman Mees noted a change to the agenda to include a Foundation update by Director Dr. Pruitt. Director Rose motioned to approve the agenda. Upon motion, seconded Director Cox, the Board unanimously approved the agenda.

2) PUBLIC COMMENT

There was none.

3) PRESENTATION:

- a) Recognition of service, Kathee Douglas, COO/CNO

CEO Dr. Webb presented a video highlighting heartfelt sentiments of senior leaders and some of COO/CNO Douglas’ coworkers acknowledging her tenure, leadership and hard work during her 14 years at PSMC. Director Dr. Pruitt and Chairman Mees added their thanks and offered well wishes for a happy retirement.

4) REPORTS

- a) Oral Reports

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

i) Chair Report

ii) CEO Report

CEO Dr. Webb advised of the following updates:

- Hospitalizations for COVID-19 are increasing across the state, at about 100 in the last week
- Flu has arrived 2 months early
- RSV cases are rising significantly, especially in the Denver area.
- PSMC is seeing some RSV, Flu and COVID.
- PSMC will resume some masking requirements within the hospital on 11/17/22.
- An updated masking policy went into effect as of 11/15/22.
- Daily masking updates/requirements will be viewable internally.
- PSMC hopes to have an Open House on 12/8/22 from 5-7pm but it may not occur due to illnesses in the community.
- October financials will be presented, PSMC continues to have challenges but we press forward. PSMC continues to work with the Colorado Hospital Association creating momentum with advocacy for rural hospitals.

iii) Executive Committee

There was no report.

iv) Foundation Board

Director Dr. Pruitt advised that Foundation Board met on 11/14/22 and reviewed the Foundation's financial reports and the PSMCF 2023 budget. Resolutions were passed accepting PSMCF 2021 form 990, 2023 Budget, and a transfer of funds from PSMCF's *Women's Health, Oncology and Surgery Fund* to PSMC to pay for Hologic 3D mammography equipment.

Facilities Committee

Chairman Mees advised of updates on PSMC roofing project, Oxygen generation, 3D mammography and other PSMC facility projects.

Strategic Planning Committee

There was no report.

v) Finance Committee & Report

CFO Chelle Keplinger presented and discussed financials for October and the 2023 Budget. Questions were asked and answered.

Treasurer/Secretary Mark Zeigler advised that PSMC is evaluating a change to bank account deposits for increased interest rate. CAO, Ann Bruzzese added background information on rules and regulations for bank accounts for USJHSD as a Special District. PSMC also advised that PSMC applied for Employee Retention Credit government funding associated with PSMC maintaining its staffing during the pandemic and was notified of an award of \$4,193,000 but funds have not yet been received.

b) Written Reports

i) Medical Staff Report

There were no questions

5) CONSENT AGENDA

Director Rose motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 10/25/2022, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). Motion was seconded by Director Parada, and the Board approved said consent agenda items.

6) DECISION AGENDA

PSMC's Mission: To provide quality compassionate healthcare for each person we serve

a) Resolution 2022-21

Director Rose motioned to accept Resolution 2022-21 regarding PSMC's decision to adopt the 2023 Budget. Motion was seconded by Director Parada and unanimously affirmed by the Board.

b) Resolution 2022-22

Director Cox motioned to accept Resolution 2022-22 to set Mill Levies for the year 2023. Motion was seconded by Director Parada and unanimously affirmed by the Board.

c) Resolution 2022-23

Treasurer/Secretary Mark Zeigler motioned to accept Resolution 2022-23 to appropriate monies for the 2023 budget year. Motion was seconded by Director Parada and unanimously affirmed by the Board.

7) ADJOURN

There being no further business, Chairman Mees adjourned the regular meeting at 6:15 p.m. MST.

Respectfully submitted by:

Kelli Schanz, serving as Clerk to the Board



MINUTES OF SPECIAL BOARD MEETING
January 4, 2023
5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held a special board meeting on January 4, 2023, at PSMC, The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chairman Matt Mees, Vice-Chair Kate Alfred, Treasurer/Secretary Mark Zeigler, and Director Martin Rose

Present via Zoom: Director Jason Cox

Directors Absent: Director Dr. Jim Pruitt and Director Barbara Parada

1) CALL TO ORDER

- a) Call for quorum: Chair Mees called the meeting to order at 5:08 p.m. MST and Clerk to the Board, Kelli Schanz, 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: Director Rose motioned to approve the agenda. Upon motion, seconded Treasurer/Secretary Mark Zeigler, the Board unanimously approved the agenda.

2) PUBLIC COMMENT

There was none.

3) PRESENTATION:

- a) Benjamin Anderson. Vice President of Rural Health and Hospitals for the Colorado Hospital Association

CEO Dr. Rhonda Webb introduced Benjamin Anderson with the Colorado Hospital Association (CHA) accompanied by Steve Holloway, Director of Health Access with the Colorado Department of Public Health and Environment. Mr. Anderson shared a training titled “Fiduciary Leadership, The Role of the Board in a Thriving Rural Hospital” which highlighted the following topics:

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

- Ethics
- Responsibilities of Board Governance
- Fiduciary Duties
- Quality
- Making Informed Decisions
- Management and Governance Role Clarity
- Strategic Leadership
- Financial challenges
- Knowing Your Community
- Social Determinants of Health
- Commitment to Ongoing Evaluation
- Managing Conflict
- Traits of High-Performing Boards
- Recognizing the Contributions of Everyone

4) **ADJOURN**

There being no further business, Chairman Mees adjourned the regular meeting at 6:35 p.m. MST.

Respectfully submitted by:

Kelli Schanz, serving as Clerk to the Board



MINUTES OF SPECIAL BOARD MEETING
January 10, 2023 at 5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held a special board meeting on January 10, 2023, at PSMC. The Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Zoom video communications.

Directors Present: Chairman Matt Mees, Vice-Chair Kate Alfred, Treasurer/Secretary Mark Zeigler, Director Jason Cox, Director Barbara Parada, and Director Martin Rose

Present via Zoom: Director Dr. Jim Pruitt

1) CALL TO ORDER

- a) Call for quorum: Chair Mees called the meeting to order at 5:00 p.m. MST and Clerk to the Board, Kelli Schanz, 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: Treasurer/Secretary Mark Zeigler motioned to approve the agenda. Upon motion, seconded Director Rose, the Board unanimously approved the agenda.

2) PUBLIC COMMENT

There was none.

3) PRESENTATION REGARDING PROPOSED BOARD INVESTMENT POLICY

- a) CAO Ann Bruzzese presented the proposed Board Investment Policy beginning with a review of PSMC’s operating expenses as well as income and revenue. CAO Bruzzese explained that as a Special District, PSMC must comply with specific investing guidelines and state statutes, specifically the Public Deposit Protection Act (PDPA) and prudent investing. The policy outline’s authorized investments, PSMC Investment Officials and delegation of authority.
- b) Questions were asked and answered.

4) DECISION AGENDA

- a) Resolution 2023-01

After discussion about the Investment Policy, Director Rose motioned to accept Resolution 2023-01 regarding PSMC’s decision to adopt Board Policy No. 14, Investment Policy. Motion was seconded by Vice Chair Kate Alfred and affirmed by the Board.

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

5) **ADJOURN**

There being no further business, Chairman Mees adjourned the regular meeting at 5:40 p.m. MST.

Respectfully submitted by:

Kelli Schanz, serving as Clerk to the Board

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

**Formal Written Notice
January 24, 2023**

**NOTICE REGARDING POSTING FOR MEETINGS and
REGULAR BOARD MEETING SCHEDULE FOR 2023**

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

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

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

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

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

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

www.pagosaspringsmedicalcenter.org

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

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

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

3. For 2023, the USJHSD Board of Directors shall meet at 5:00 p.m. on the **FOURTH TUESDAY** of each month (*exception for the months of September, October and December as noted below*) at Pagosa Springs Medical Center located at 95 S. Pagosa Boulevard, Pagosa Springs.

SCHEDULE OF REGULAR MEETING DATES:

January 24, 2023

February 28, 2023

March 28, 2023

April 24, 2023

May 23, 2023

June 27, 2023

July 25, 2023

August 22, 2023

No meeting in September due to two in October

October 12, 2023 (*Thursday – a public hearing on the budget must occur by 10/15*)

November 28, 2023

December 19, 2023 (*3rd Tuesday*)

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

APPROVED by the Board of Directors of the Upper San Juan Health Service District on this 24th day of January, 2023.

Kate Alfred, as Vice-Chair of the District



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

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

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

1. NAME OF PERSON: (Please print)

2. CAPACITY:

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

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

☐ YES ☐ NO

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

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

☐ YES ☐ NO

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

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

☐ YES ☐ NO

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

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

☐ YES ☐ NO

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

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

☐ YES ☐ NO

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

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

☐ YES ☐ NO

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

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

☐ YES ☐ NO

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

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

___ YES ___ NO

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

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

___ YES ___ NO

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

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

___ YES ___ NO

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

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

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

Signature

Date



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

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

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

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

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

Prohibited Gifts, Gratuities and Entertainment

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

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

GIFT STATEMENT

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

Signature

Date

2023 SPECIAL DISTRICT “TRANSPARENCY NOTICE”

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

Legal Name of
Special District:

UPPER SAN JUAN HEALTH SERVICE DISTRICT

This information must be provided¹ annually to the eligible electors of the district between November 16 and January 15.

Address and telephone number of district's principal business office	95 S. Pagosa Boulevard Pagosa Springs, CO 81147 (970) 731-3700
Name and telephone of manager or other primary contact person for district	Heather Thomas (970) 507-3815
Email address of primary contact (Optional)	Heather.Thomas@PSMedicalCenter.org
District's website address (Required if choosing to post meeting notices online per HB 19-1087)	https://www.pagosaspringsmedicalcenter.org
Time and place designated for regular board meetings [per C.R.S. 32-1-903]	Fourth Tuesday of every month at 5:00 p.m. (exception for the months of Sept., Oct. & Dec.) 95 S. Pagosa Blvd., Pagosa Springs, CO
Posting place designated for meeting Notice [per C.R.S. 24-6-402(2)(c)]	https://www.pagosaspringsmedicalcenter.org

Names and Contact Information of Board Members <i>Check applicable boxes for a Board Member whose seat will be on the ballot at the next regular election.</i>	(1) Board Chair Name: Matt Mees Contact Info: mmees1@psmcboard.org <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term	(2) Name: Kate Alfred Contact Info: kalfred@psmcboard.org <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term
	(3) Name: Mark Zeigler Contact Info: mzeigler@psmcboard.org <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term	(4) Name: Jason Cox Contact Info: jcox@psmcboard.org <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term
	(5) Name: Dr. Jim Pruitt Contact Info: jpruittpsmc@gmail.com <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term	
For seven-member boards	(6) Name: Martin Rose Contact Info: mrose@psmcboard.org <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term	(7) Name: Barbara Parada Contact Info: bparada@psmcboard.org <input type="checkbox"/> This office included on next regular election ballot for a <input type="checkbox"/> Two-year term <input type="checkbox"/> Four-year term

Date of next regular election	May <u>2</u> , 20 <u>23</u>	
<p>Self-nomination forms to be a candidate for district board member may be obtained from and should be returned to the Designated Election Official (or Board Chair or Secretary if no DEO). [per C.R.S. 1-13.5-303]</p> <p>Self-nomination forms for the next regular election must be received by the district by:</p> <p style="text-align: center;"><u>February</u> <u>24</u>, 20<u>23</u>, no later than <u>4</u>:<u>30</u> PM.</p> <p>Applications for absentee voting or for permanent absentee voter status are available from and must be returned to the Designated Election Official. [per C.R.S. 1-13.5-1003]</p>		
Designated Election Official:	<u>Heather Thomas</u>	
Contact Address:	<u>95 S. Pagosa Boulevard, Pagosa Springs, CO 81147</u>	
Contact Phone:	<u>(970) 507-3815</u>	
District election results will be posted on these websites:	<u>Pagosa Springs Medical Center</u> https://pagosaspringsmedicalcenter.org	Department of Local Affairs https://dola.colorado.gov/lgis

District Mill Levy	<u>3.884</u> mills, for collection in 20 <u>23</u>
Total ad valorem tax revenue received in the previous year (note if unaudited or otherwise incomplete)	<u>\$ 1,500,000.00*</u> <i>(*Amount reported may be incomplete or unaudited as of the date of this notice)</i>

File copy of this Notice with:

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

¹ Notice must be provided in one or more of the following manners:

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

**A CALL FOR NOMINATIONS
(NOTICE BY PUBLICATION OF)**

§1-13.5-501, 1-13.5-1102(3), 32-1-905(2), C.R.S.

TO WHOM IT MAY CONCERN, and, particularly, to the electors of the Upper San Juan Health Service District d.b.a. Pagosa Springs Medical Center of Archuleta, and portions of Hinsdale and Mineral Counties, Colorado.

NOTICE IS HEREBY GIVEN that an election will be held on the 2nd day of May, 2023, between the hours of 7:00 a.m. and 7:00 p.m. At that time, three (3) directors will be elected to serve 4-year terms. Eligible electors of the Upper San Juan Health District d.b.a. Pagosa Springs Medical Center interested in serving on the board of directors may obtain a Self-Nomination and Acceptance form from the District Designated Election Official (DEO):

<u>Heather Thomas</u>	(Designated Election Official)
<u>95 S. Pagosa Blvd.</u>	(DEO Address)
<u>Pagosa Springs, CO 81147</u>	(DEO Address)
<u>(970) 507-3815</u>	(DEO Telephone)
<u>DEO@PSMedicalCenter.org</u>	(DEO Email Address)
<u>www.pagosaspringsmedicalcenter.org</u>	(District Website)

The Office of the DEO is open on the following days: Monday through Friday, from 8:00 a.m. to 4:30 p.m. MST.

The deadline to submit a Self-Nomination and Acceptance is close of business (4:30 p.m. MST) on **February 24, 2023** (not less than 67 days before the election).

Affidavit of Intent to be a Write-In-Candidate forms must be submitted to the office of the designated election official by the close of business (4:30 p.m. MST) on **Monday, February 27, 2023** (the sixty-fourth day before the election).

NOTICE IS FURTHER GIVEN, an application for an absentee ballot shall be filed with the designated election official no later than the close of business (4:30 p.m. MST) on **Tuesday** preceding the election, **April 25, 2023**.

UPPER SAN JUAN HEALTH SERVICE DISTRICT
d.b.a. PAGOSA SPRINGS MEDICAL CENTER

By: /s/ Heather Thomas
Designated Election Official

SELF- NOMINATION AND ACCEPTANCE FOR UPPER SAN JUAN HEALTH SERVICE DISTRICT

C.R.S. 1-13.5-303; 1-45-109(1); 1-45-110; SOS CPF Rule 16; 1-4-908(1); 1-4-912

I, _____
(full name of the candidate as the name will appear on the ballot, cannot use titles such as "MD," "Reverend," or "Chief")

who reside at: _____
(Residence Street Name and Number)

(City or Town, Zip Code)

(County, State)

(Mailing Address, if different from residence address)

whose email address is: _____
(Email Address)

hereby nominate myself and accept such nomination for the office of Director for a **four**-year term on the Board of Directors of the Upper San Juan Health Service District at the regular election on May 2, 2023, **and will serve if elected.**

I affirm that I am an eligible elector of the Upper San Juan Health Service District and am an eligible elector at the date of signing this Self-Nomination and Acceptance Form (or letter).

I am an eligible elector because I am registered to vote in Colorado and am (mark one):

- ☐ A resident of the District, or area to be included in the district; or
- ☐ The owner (or spouse/civil union partner of owner) of taxable real or personal property situated within the boundaries of the District, Spouse's Name, if property is in spouse's name:
- ☐ A person who is obligated to pay taxes under a contract to purchase taxable property within the District.

Mark here _____ if you are a member of an executive board of a unit owner's association, as defined in § 38-33.3-103 of the Colorado Revised Statutes, located within the boundaries of the district for which you are running for office.

I further affirm that I am familiar with the provisions of the Fair Campaign Practices Act as required in § 1- 45-110 of the Colorado Revised Statutes, and I will not, in my campaign for this office, receive contributions or make expenditures exceeding \$200 in the aggregate during the election cycle, however, if I do so, I will thereafter file all disclosure reports required under the Fair Campaign Practices Act.

DATED this _____ day of _____, 20____.

WITNESSED by the following registered elector:

(Signature of Candidate)

(Signature of Witness)

(Printed Full Name of Candidate)

(Printed Full Name of Witness)

(Email Address)

(Residence Address)

(Telephone Number)

(City or Town, Zip Code)

For Use by the Designated Election Official:

Received on: _____, at: _____
(Date) (Time)

Received by: _____

Self-Nomination Form Deemed:

- ☐ Sufficient on: _____(Date/Time)
- ☐ Not Sufficient on: _____ Candidate Notified on: _____(Date)
- ☐ Received Amended Form on: _____(Date/Time)
- ☐ Amended Form Sufficient on: _____(Date/Time)

County in which the district court that authorized the creation of the special district is located: _____
County.

Copy sent to Secretary of State on: _____(Date) [If the election is not cancelled, the self-nomination and acceptance form must be filed with the Secretary of State no later than the 60th day prior to the election, March 2, 2023.].

*****ATTENTION: DO NOT FILE WITH THE SECRETARY OF STATE IF YOUR ELECTION IS CANCELLED!**

ELECTION YEAR BUSINESS 6.b.iii.

Tuesday, May 2, 2023	*For information purposes only. Review with legal counsel.	Form #
November thru January Board Meeting	Board Adopts Election Resolution Board formally adopts Election Resolution appointing a Designated Election Official, and choosing type of election	SD-4, SD-5
Saturday, December 3, 2022 Metropolitan districts organized after January 1, 2000	Mandatory for metropolitan districts organized after 1/1/2000: Obtain Clerk & Recorders list Metropolitan districts organized after January 1, 2000, must obtain the list of active registered electors as of 150 days prior to the regular election date from the county clerk & recorder (of each county the district is located). See Call for Nominations section below for next step. C.R.S. §1-13.5-501(1.7)(a)	
Saturday, December 3, 2022 All other special district types.	Optional mail notice for all other special districts: Call for nominations. Special districts that are not metropolitan districts, and metropolitan districts organized before January 1, 2000, may choose to obtain the list of active registered electors as of 150 days prior to the regular election date from the county clerk & recorder (of each county the district is located). See Call for Nominations section below for next step. C.R.S. §1-13.5-501(1.5)(a)	
Sunday, January 1, 2023	Earliest date a candidate may submit a self-nomination form for a regular election No earlier than January 1 and no later than the normal close of business on the sixty-seventh day before the date of a regular special district election, any person who desires to be a candidate for the office of a special district director shall file a self-nomination and acceptance form or letter signed by the candidate and by an eligible elector of the state as a witness to the signature of the candidate. C.R.S. §1-13.5-303(1)	SD-7
Monday, January 2, 2023	Polling Places and Precinct Boundary Map Available County Clerk shall have available for inspection at the office of the County Clerk and for distribution to the Designated Election Official a map of the county showing the location of the polling places and precinct boundaries utilized in the last November election (no later than 120 days prior to a regular special district election). C.R.S. §1-5-102(2)	
Sunday, January 22, 2023 through	Call for Nominations Between 75-100 days before a regular election, the DEO shall provide public notice of a call for nominations. The call must state the offices to be voted upon, where to obtain a self-nomination form, deadline for submittal of	
Thursday, February 16, 2023	Metropolitan districts organized after January 1, 2000: 1. Must email or mail the Call for Nominations notice to all email addresses or mailing addresses (if no email address is given) found in the Clerk & Recorder list(s) of district electors registered as of 150 days prior to the election. and one of the following 2. i. publication, as defined at §1-13.5-501(2) ii. including the notice as a prominent part of a newsletter, annual report, billing insert, billing statement, letter, voter information card or other notice of election, or other information mailing sent by the metropolitan district to the eligible electors of the metropolitan district *iii. posting the information on the official website of the official website of the metropolitan district iv. for districts with < than 1,000 eligible electors in a county with a population of less than 30,000, posting the notice in 3 places within district boundaries and the clerk & recorder's office through the day after the Call for Nominations closes. C.R.S. §1-13.5-501(1.7) **Starting 2023, a metropolitan district ordered and decreed organized by district court after January 1, 2000, must post its Call for Nominations Notice to its website pursuant to §12-1-104.5(3)(a)(vii) All other special district types and metropolitan districts organized before January 1, 2000: 1. Must provide notice by publication, as defined at §1-13.5-501(2) and one of the following 2. a. Mailing the notice, at the lowest cost option, to each address at which one or more active registered electors of the local government resides as specified in the registration list provided by the county clerk and recorder as of the date that is 150 days prior to the date of the regular local government election (see above) b. including the notice as a prominent part of a newsletter, annual report, billing insert, billing statement, letter, voter information card or other notice of election, or other information mailing sent by the metropolitan district to the eligible electors of the metropolitan district c. posting the information on the official website of the the district d. for districts with < than 1,000 eligible electors in a county with a population of less than 30,000, posting the notice in 3 places within district boundaries and the clerk & recorder's office through the day after the Call for Nominations closes. C.R.S. §1-13.5-510(1.5)	SD-6
CALL FOR NOMINATIONS: Metro districts organized after January 1, 2000. →		
CALL FOR NOMINATIONS: All other special districts. And metro districts organized before January 1, 2000. Optional notice (registered voters list) →		SD-6
Friday, February 24, 2023	Deadline for Notice of Self-Nomination and Acceptance Form Self-nomination and Acceptance forms (including amended forms) must be filed with the Designated Election Official no later than the normal close of business on the 67th day prior to the election. If a DEO has not been designated, the form or letter may be filed with the presiding officer or the secretary of the board of directors for the district. C.R.S. §1-13.5-303	SD-7
Monday, February 27, 2023	Write-In Candidates An affidavit of intent to be a write-in candidate must be filed not less than 64 days prior to the election for any write-in votes to be counted. The affidavit must indicate that the signer desires the office and is qualified to assume the duties of that office if elected C.R.S. §1-13.5-305	SD-8
Tuesday, February 28, 2023	Cancellation of Election If the only matter before the electors in a nonpartisan election is the election of persons to office and if, at the close of business on the sixty-third day before the election, there are not more candidates than offices to be filled at the election, including candidates filing affidavits of intent, the designated election official, <u>if instructed by resolution</u> of the governing body, shall cancel the election and declare the candidates elected. C.R.S. §1-13.5-513(1) Notice by Publication of Election Cancellation The governing body shall provide notice by publication of the cancellation of the election. The notice must be published. A copy of the notice shall be posted at each polling place, in the office of the designated election official, and in the office of the clerk and recorder for each county in which the political subdivision is located and, a copy of the notice shall be filed in the office of the division of local government. C.R.S. §1-13.5-513(6) Notify the candidates The governing body shall...notify the candidates that the election was canceled and that they were elected by acclamation. C.R.S. §1-13.5-513(6)	SD-4 or SD-5 or SD-12 ----- SD-11 ----- SD-16
Tuesday, February 28, 2023	UOCAVA list Once it is clear your district will conduct an election, immediately contact the Clerk & Recorder concerning Uniformed & Overseas Citizen Absentee Voting Act (UOCAVA) voters. These ballots must be sent by the 45th day, so you will need your Clerk & Recorder list earlier than proscribed by the Local Government Election Code. Polling place elections: Must also find <u>non-resident</u> covered voters: also order Assessor's List 1 Mail ballot elections: Specifically need only send to "resident" covered voters: just Clerk & Recorder list C.R.S. 1-13.5-1103(4)	
Tuesday, February 28, 2023 Through Friday, March 3, 2023	Lot Drawing If it is determined that your district must conduct an election, notify all candidates of the date, time, and location of the lot drawing to determine the order of the candidate names on the ballot. Said lot drawing must occur prior to the Ballot Certification. C.R.S. §1-13.5-902(2)	

ELECTION YEAR BUSINESS 6.b.iii.

Tuesday, May 2, 2023	*For information purposes only. Review with legal counsel.	Form #
Friday, March 3, 2023	<p>Certify Ballot Content</p> <p>60 days before the election, the designated election official shall certify the ballot and the ballot content. [for an independent special district election this document is kept in the district's files]</p> <p>"If coordinated in November": Such certification shall be delivered to the county clerk and recorder of each county that has territory within the political subdivision if the election is coordinated with the county clerk and recorder.</p> <p>**For both election types**: The ballot shall include any ballot issue or ballot question to be submitted to the eligible electors.</p> <p>C.R.S. § 1-13.5-511</p>	SD-21
Wednesday, March 8, 2023	<p>Mail Ballot Plan</p> <p>The designated election official responsible for conducting an election that is to be by independent mail ballot pursuant to this part 11 shall, no later than fifty-five days prior to the election, have on file at the principal office of the local government or designated election official a plan for conducting the independent mail ballot election. The plan is a public record.</p> <p>C.R.S. § 1-13.5-1104(1)</p>	SD-43
Friday, March 17, 2023	<p>UOCAVA Ballots Sent</p> <p>No later than 45-days prior to the election, the DEO shall mail a ballot to every eligible elector of a district who resides within the boundaries of the district, and who is a covered voter" under Uniform and Overseas Citizens Absentee Voting Act (UOCAVA). DEOs receive a list of district UOCAVA voters from the County(ies) Clerk & Recorder(s) for a mail ballot election: for a polling place DEOs will use both the Clerk& Recorder and Assessor lists (for non-residents).</p> <p>C.R.S. § 1-13.5-1103(4), 1-8.3-103(1)(d)</p>	SD-73, 74
Friday, March 17, 2023	<p>Pro/Con Comments (TABOR)</p> <p>Comments for the TABOR notice due. District will provide two summaries, up to 500 words each, one for and one against the proposed ballot issue. Since such day is always a Saturday, all comments shall be filed by noon on the Friday before the forty-fifth day before the election.</p> <p>State Constitution Article X, Section 20, Part 3(b)(v), C.R.S. § 1-7-901 (4)</p>	
Saturday, March 18, 2023	<p>Classes for Election Judges (earliest)</p> <p>The designated election official shall make available a class of instruction concerning the tasks of an election judge no more than forty-five (45) days prior to each election.</p> <p>C.R.S. § 1-13.5-408</p>	
Thursday, March 23, 2023	<p>Meet & Confer -- Ballot Issue Notice</p> <p>The DEOs of local governments with overlapping boundaries that hold elections the same day by polling place must meet, confer, and thereafter, if practical, hold such elections in a manner that permits an elector in the overlapping area to vote in all of such elections at one polling place.</p> <p>C.R.S. § 1-13.5-504(3)</p> <p>The DEOs of overlapping political subdivisions conducting an election other than a coordinated election (in November) shall confer concerning the preparation of the ballot issue notice no later than forty days prior to the date of the election. The political subdivisions conducting the election shall provide for preparation of any required ballot issue notice package by agreement.</p>	
Thursday, March 23, 2023	<p>Registered Electors and Property Owners -- Order List</p> <p>The Designated Election Official shall order the voter registration list from the county clerk and the property owners' list from the county assessor no later than 40 days (recommended sooner). Designated Election official may order an initial voter registration list and property owners list to be received 30 days prior to the election, with supplementary lists provided 20 days prior, or complete lists provided 6 days prior to the election.</p> <p>C.R.S. § 1-13.5-203 & 1-13.5-204, 1-13.5-1105</p>	SD-30.1 & SD-30.2 or SD-40.1 & SD-40.2
Friday, March 31, 2023	<p>Polling Place/Mail Ballot Printing of Ballots</p> <p>The official ballots shall be printed and in the possession of the designated election official at least thirty (30) days before the election.</p> <p>C.R.S. § 1-13.5-902(1)(a)</p>	SD-35 or SD-41
Friday, March 31, 2023	<p>Registered Electors and Property Owners -- Initial List</p> <p>If chosen delivery date by the DEO, no later than thirty days prior to the election, the county clerk and recorder shall certify and make available an initial list of the registered electors and the county assessor shall certify and deliver an initial list of all recorded owners of real property within the district. Supplemental lists are sent 20 days prior to the election. (DEOs in PP elections may opt for complete list 6 days prior to an election)</p> <p>C.R.S. § 1-13.5-203(1)(a)</p>	
Friday, March 31, 2023	<p>TABOR Notice Mailed</p> <p>Article X, Section 20(3)(b) of the State Constitution requires the mailing of the ballot issue package (TABOR Notice) at least thirty (30) days before the election to "All Registered Voters" at each address of one or more active registered electors.</p>	District's Attorney and/or CPA to prepare
Sunday, April 2, 2023	<p>Ballots Printed by 30th day prior to election</p> <p>The designated election official of each local government using paper ballots shall provide printed ballots for the local government election. The official ballots shall be printed and in the possession of the designated election official at least thirty days before the election.</p> <p>C.R.S. 13.5-902(1)(a)</p> <p>Absentee Ballots Delivered within 72 Hours</p> <p>After it is determined an eligible elector is entitled to an absentee ballot, the DEO shall deliver, as soon as practicable but not more than seventy-two hours after the blank ballots have been received, an official absentee ballot, an identification return envelope with the affidavit or the envelope properly filled in as to address of residence as shown by the records of the County Clerk & Recorder & and instruction card. The delivery must be made either personally in the DEO's office or by mail to the mailing address given in the application for an official absentee voter's ballot.</p> <p>C.R.S. § 1-13.5-1002(2)</p> <p>Mail Ballots Available</p> <p>Subsequent to the preparation of ballots, but prior to mailing, the DEO shall provide a mail ballot to an eligible elector requesting a ballot at the office designated in the mail ballot plan.</p> <p>C.R.S. 1-13.5-1105(3)</p>	SD-42, SD-44.1
Friday, April 7, 2023	<p>Withdrawal of Ballot Issue or Ballot Question</p> <p>No later than twenty-five (25) days before an election conducted as a coordinated election in November, and at any time prior to any other elections, a governing body may, by resolution, withdraw one or more ballot issues or ballot questions from the ballot. The ballot issues and ballot questions shall be deemed to have not been submitted and votes cast on them shall either not be counted or shall be deemed invalid by action of the governing body.</p> <p>C.R.S. § 1-13.5-513(2)</p>	
Monday, April 10, 2023 through Monday, April 17, 2023	<p>Mail Ballot - Packets Mailed</p> <p>Not sooner than 22 days before an election, and no later than 15 days before an election, the DEO shall mail to each active registered voter...a mail ballot packet.</p> <p>C.R.S. § 1-13.5-1105(4)(a)</p>	SD-41, 42.1, 42.2
Monday, April 10, 2023 through Tuesday, May 2, 2023	<p>Mail Ballots - "Ballots Available"</p> <p>Mail ballots shall be made available at the designated election official's office for eligible electors who are not listed or who are listed as "inactive" on the county voter registration records or, for special district mail ballot elections, on the property owners' list or the registration list if otherwise authorized to vote. *These voters would not have been sent a ballot in the mail.</p> <p>C.R.S. § 1-13.5-1105(4)(d)</p>	SD-42, SD-44.1

ELECTION YEAR BUSINESS 6.b.iii.

Tuesday, May 2, 2023	*For information purposes only. Review with legal counsel.	Form #
Tuesday, April 11, 2023	Campaign & Political Finance Filings w/ SOS (CPF) C.R.S. § 1-45-108(2)(a)(II), 1-45-109(1)(a)(II), SOS CPF Rule 17.4	
Wednesday, April 12, 2023	Polling Place - Designated by Sign All polling places shall be designated by a sign conspicuously posted at least twenty (20) days before each election. In addition, the sign must state the date of the next election and the hours of the polling place. C.R.S. § 1-13.5-502(3)	SD-37.1
Wednesday, April 12, 2023	Polling Place -- Posted Notice of Election The designated election official, at least twenty (20) days before each election, shall give written notice stating the date of the election and hours during which the polls will be open. The Notice will include names of the officers to be elected and any ballot question voted upon. The notice shall be posted until after the election in a conspicuous place in the office of the designated election official, and a copy shall be mailed or emailed to the clerk and recorder. C.R.S. § 1-13.5-502(1)	SD-34
Thursday, May 4, 2023		
Wednesday, April 12, 2023	Published Notice of Polling Place Election In addition (to the requirements of 1-13.5-502(1) above) the DEO shall publish the notice of the election in at least one newspaper having general circulation in the local government on or before the twentieth day prior to the election. C.R.S. § 1-13.5-502(2)	SD-34
Wednesday, April 12, 2023	Mail Ballot Election Posted Notice of Election The designated election official, at least twenty (20) days before each election, shall give written notice stating the date of the election and hours during which the polls (mail ballot drop-off location) will be open. The notice will also state the date the ballots have or may be mailed if the election is conducted by mail ballot, the mail ballot drop-off locations, the names of the officers to be elected, and any ballot issues and ballot questions to be voted on. The Notice does not need to have the text of the ballot issues or questions. A copy of the Notice must be posted until after the election in a conspicuous place in the office of the designated election official, and a copy mailed or emailed to the Clerk & Recorder. C.R.S. § 1-13.5-502(1)	SD-45
Wednesday, April 12, 2023	Mail Ballot Notice of Election The designated election official, or the coordinated election office if so provided by an intergovernmental agreement, no later than twenty (20) days before each election, shall provide notice by publication of a mail ballot election. C.R.S. § 1-13.5-1105(2)(d)(I)	SD-45
Wednesday, April 12, 2023	Election Notice to Create a Financial Obligation A district submitting a ballot issue concerning the creation of any debt or other financial obligation at an election in the district shall post notice of the following information on the district's web site or, if the district does not maintain a web site, at the district's chief administrative office no later than twenty days before the election. See C.R.S. § 1-7-908 for required information and other details.	
Monday, April 17, 2023	Mail Ballots - Packet Mailing Deadline Last day to mail the mail ballot packets to each active registered voter. C.R.S. § 1-13.5-1105(4)(a)	
Monday, April 17, 2023	Appointment of Election Judges The Designated Election Official shall appoint election judges no later than 15 days prior to the election. C.R.S. § 1-13.5-401. The Designated Election Official shall mail certificates of appointment and acceptance forms to each person appointed. C.R.S. § 1-13.5-403. Each election judge shall file an acceptance of appointment with the Designated Election Official within seven (7) days after the certificate of appointment and acceptance forms were mailed. C.R.S. § 1-13.5-404.	SD-51, SD-52
Monday, April 17, 2023	Canvassers for Special District Elections At least 15 days before any regular special district election, the designated election official shall appoint at least one member of the board of such district and at least one eligible elector of the special district who is not a member of such board to assist the designated election official in the survey of the returns. The persons so appointed and the designated election official shall constitute the board of canvassers for the election. C.R.S. § 1-13.5-1301(1)	
Monday, April 17, 2023	Counting Mail Ballots The election officials at the mail ballot counting place may receive and prepare mail ballots delivered and turned over to them by the designated election official for tabulation. Counting of the mail ballots may begin fifteen (15) days prior to the election and continue until counting is completed. The election official in charge of the mail ballot counting place shall take all precautions necessary to ensure the secrecy of the counting procedures. No information concerning the count shall be released by the election officials or watchers until after 7 p.m. on election day. C.R.S. § 1-13.5-1107	SD-44.4/Election Judge link
Tuesday, April 25, 2023	Last Day to Request an Absentee Ballot The application for an absentee ballot must be filed with the designated election official no later than the close of business on the Tuesday immediately preceding the election. C.R.S. § 1-13.5-1002(1)(b)	
Wednesday, April 26, 2023	Complete lists - Registered electors and property owners lists Polling place election DEOs potentially could elect to receive one complete list 6 days prior to an election. C.R.S. § 1-13.5-1002(1)(b)	
Friday, April 28, 2023	Campaign & Political Finance Filings (CPF) C.R.S. § 1-45-108(2)(a)(2), SOS CPF Rule 17.4	
Wednesday, April 26, 2023	Emergency Absentee Voting If an eligible elector is confined in a hospital or place of residence on election day and the confinement occurred because of conditions arising after the closing day to apply for an absentee ballot, the elector may request in a personally signed written statement transmitted by a personally authorized representative (with a written statement from a medical professional) that the designated election official send a mail-in ballot with the word "EMERGENCY" stamped or written on the stubs. The ballot shall be returned no later than 7 p.m. on the day of the election. C.R.S. § 1-13.5-1011(1)(a)	SD-35: Stamp or write "EMERGENCY"
Tuesday, May 2, 2023		
Monday, May 1, 2023	Delivery to the Supply Judge The designated election official, at least one (1) day prior to any election, shall cause the registration records and all necessary registration supplies to be delivered to the supply judge. C.R.S. § 1-13.5-205 Printing and Distribution of Ballots In political subdivisions using paper ballots, the designated election official shall have a sufficient number of ballots printed and distributed to the election judges in the respective polling locations. C.R.S. § 1-13.5-904	

Tuesday, May 2, 2023	*For information purposes only. Review with legal counsel.	Form #
Tuesday, May 2, 2023	!!!ELECTION DAY- POLLS OPEN CONTINUOUSLY FROM 7:00 A.M. TO 7:00 P.M.!!! DLG will be available to take your phone calls: 303-864-7720 C.R.S. § 1-13.5-601	SD-32, 1-32, 4, SD-33, SD-44, 1-44.4 &/or Election Judges link
Tuesday, May 2, 2023	Election Judges - Oath of Office Before beginning the duties of an election judge, each person appointed as an election judge shall take a self-affirming oath or affirmation as outlined in C.R.S. § 1-13.5-407	SD-54
Tuesday, May 2, 2023	Counting by Counting Judges In precincts with counting judges, the receiving judges as directed by the DEO, shall deliver to the counting judges the ballot box containing all ballots that have been cast up to that time, and the receiving judges shall proceed to use the other ballot box furnished for voting. C.R.S. § 1-13.5-610 Counting without Counting Judges As soon as the polls at any election have closed, the receiving judges shall immediately open the ballot box and proceed to count the ballots. The judges shall not adjourn until the counting is finished. § 1-13.5-609	SD-44.4/Election Judge link
Tuesday, May 2, 2023	Absentee Ballots Due no Later Than 7PM To be counted, all envelopes containing absentee voter's ballots must be in the hands of the DEO or an election judge for the local government not later than 7PM on election day. C.R.S. § 1-13.5-1006(1) Mail ballots due no later than 7PM The eligible elector may return the marked ballot to the DEO by US Mail or by depositing the ballot at the office of the official or any place identified in the mail ballot plan by the DEO. The ballot must be returned in the return envelope...The ballot shall be received at the office identified in the mail ballot plan filed with the identified depository, which shall remain open until 7PM on election day. C.R.S. § 1-13.5-1105 (4)&(5)	
Tuesday, May 2, 2023 through Thursday, May 4, 2023	Unofficial Abstract Posted In addition to all certificates otherwise required to be made of the count of votes cast at any election, the election judges are required to make an abstract of the count of votes containing the names of the offices, the names of the candidates, any ballot issues or ballot questions voted upon, and the number of votes counted for and against each candidate or ballot measure. Immediately upon completion of the count, the abstract required under subsection (1) of this section must be posted in a conspicuous place that can be seen from the outside of the polling place. The abstract may be removed at any time forty-eight (48) hours after the polls close. C.R.S. § 1-13.5-615(1)&(2)	SD-22 & SD-22.5
Wednesday, May 10, 2023	Deadline for receipt of UOCAVA ballots A valid ballot cast in accordance with section 1-8.3-111 shall be counted if it is received by the close of business on the eighth (8th) day after an election at the address that the appropriate state or local election office has specified. If, under penalty of perjury, the voter has declared the ballot was timely submitted. C.R.S. § 1-8.3-113(2), (3)	
Tuesday, May 16, 2023	Certificate of Election - Non-Coordinated Elections No later than fourteen (14) days after an election, the canvass board shall certify the official statement of ballots for all candidates, ballot issues and ballot questions in that election. The certificate shall be filed with DLG and transmitted to those who were elected. C.R.S. § 1-13.5-1305	SD-25
Thursday, June 1, 2023	Election Results and Contact Info - The results of a special district election shall be certified to the division of local government within thirty (30) days after the election. Each special district shall register its business address, its telephone number, and the name of a contact person with the Division of Local Government when certifying the results of a district election. C.R.S. § 32-1-104(1) / 1-11-103(3)	SD-25
Thursday, June 1, 2023	Oath of Office & Surety Bonds: *DO NOT TAKE OATHS UNTIL AFTER DATE OF ELECTION !! (1) Each director, within thirty days after his or her election or appointment to fill a vacancy, except for good cause shown, shall take an oath or affirmation in accordance with section 24-12-101. *Oaths for cancelled elections are taken after the election date. (2) At the time of filing said oath, there shall also be filed for each director an individual, schedule, or blanket surety bond at the expense of the special district, in an amount determined by the board of not less than one thousand dollars each, conditioned upon the faithful performance of his duties as director. C.R.S. § 32-1-901 The oath and affirmation must be taken, signed, administered, and filed with the county clerk & recorder of the county wherein the person was elected or appointed before the person enters upon the public office or position. C.R.S. § 24-12-101	SD-0 & SD-1
Thursday, June 1, 2023	Campaign & Political Finance Filings (CPF) C.R.S. § 1-45-108(2)(a)(F)(II), SOS Rule 17.4	
Thursday, June 1, 2023	*Commencement of terms, latest date - nonpartisan officers, elections held (1) Unless otherwise provided by law, the regular term of office of a nonpartisan officer elected at a regular election commences the earlier of the following: No later than thirty days after the date that the election results are certified pursuant to section 1-13.5-1305 and upon the signing of an oath and posting of a bond, where required; or At the next meeting of the governing body of the local government following the date of the election. C.R.S. § 1-13.5-112(1) *With the passage of HB18-1138/SB242, it now appears that the oath must be filed with the county clerk prior to taking office.	
Friday, June 16, 2023	Special District Debt Authorization The results of special district ballot issue elections to incur general obligation indebtedness shall be certified by the special district by certified mail to the board of county commissioners of each county in which the special district is located or to the governing body of a municipality that has adopted a resolution of approval for organization of the special district. The special district shall file a copy of any certification with the Division of Securities. (1580 Lincoln, Suite 420, Denver, Colorado, 80203) C.R.S. § 32-1-1101.5(1)	
	Election document retention Election official shall retain the sealed ballots until the time has expired for any contest proceedings or 25 months after the election, whichever is later. All other election records and forms must be preserved for at least six (6) months following the election. § 1-13.5-616, C.R.S. The DEO preserves all self-nomination forms for 2 years.	