



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

Thursday, October 9, 2025, at 5:00 p.m. MST

The Board Room (direct access – northeast entrance)
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The public may attend in person or via Teams.

Join on the web: <https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting?rtc=1>

Meeting ID: 257 553 334 387 0

Passcode: Wg9f2Sn2

AGENDA

1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD

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

2) PUBLIC COMMENT This is an opportunity for the public to make comment and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Antoinette Martinez, 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) PUBLIC HEARING ON THE PROPOSED 2026 BUDGET

- a) Open the Public Hearing on the proposed [2026 budget](#):
 - i) Draft [2026 budget](#) (assumptions, income statement and capital) presented by Chelle Keplinger.
 - ii) Questions/comments of the Board
 - iii) Questions/comments of the public
- b) Close the Public Hearing (Note: the Board's decision on the budget is anticipated to be made as early as the Board's meeting on October 28, 2025).

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) ~~Chair Report~~ _____ ~~Chair Kate Alfred~~
 - ii) ~~CEO Report~~ _____ ~~Rhonda Webb, M.D.~~
 - iii) ~~Executive Committee~~ _____ ~~Chair Alfred and Vice Matt Mees~~
 - iv) ~~Foundation Board~~ _____ ~~Dir. Foss, Dir. Willson and CEO R. Webb~~
 - v) [Facilities Committee](#) _____ V. Chair Mees, Dir. Taylor and CAO Ann Bruzzese
 - vi) [Strategic Planning Committee](#) _____ Chair Alfred, Dir. Floyd and CEO Rhonda Webb

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

- vii) [Finance Committee Report](#)
 - (a) [August 2025 Financials](#)

Treas.-Sec. Floyd, and Chelle Keplinger

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

- i) [Medical Staff Report](#)

Chief of Staff, Dr. Corinne Reed

5) **DECISION AGENDA**

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

- a) Approval of Board Member absences:

- i) Regular meeting of 10/09/2025

- b) Approval of Minutes for the following meeting(s):

- i) [Regular meeting of: 08/26/2025](#)

- c) Approval of [Medical Staff report](#) recommendations for new or renewal of provider privileges.

7) **EXECUTIVE SESSION**

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

8) **OTHER BUSINESS**

- a) The Board has the following meetings for the last quarter of the year:

- i) Tuesday October 28, 2025

- ii) Tuesday November 18, 2025

- iii) Tuesday December 16, 2025

9) **ADJOURN**

UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a

PAGOSA SPRINGS MEDICAL CENTER 2026 BUDGET



Table of Contents

1) Budget Message	Page 3
2) Summary Financial Statement	Page 5
3) Cash Flow Statement	Page 6
4) Summary of FTEs	Page 7
5) Summary of Lease Payments	Page 8
6) Debt Service Coverage	Page 9
7) Capital Replacement Plan	Page 10
8) Income Trend	Page 11

2026 PSMC BUDGET OVERVIEW

In 2026, Pagosa Springs Medical Center (“PSMC”) will continue to offer hospital services, outpatient clinic services and EMS/ambulance services and an expansion of physical therapy, occupational therapy and pain management. PSMC’s goals for 2026 are set forth in PSMC’s Strategic Plan last approved by the Board of Directors in January 2024. The proposed budget positions PSMC to carry out the Strategic Plan and to pivot to meet unplanned demands.

Preparing the budget for PSMC always requires addressing a number of unknown variables. In planning the 2026 budget, we are finally seeing some trending happening to revenue since the pandemic. As we look back at 2025, PSMC spent a significant amount of money on contract labor due to the lack of staff; we continue to work diligently to hire full-time employees to replace the contract labor. We have had some hiring success in 2025 and we look forward to additional successes in 2026. We know PSMC will face many challenges in 2026, but we anticipate the greatest challenges will continue to be the cost of staffing resulting from both a nationwide shortage of healthcare workers, a lack of economical housing in Archuleta County and the recently passed “Big Beautiful Bill”.

BUDGET ASSUMPTIONS

With respect to **revenues**, PSMC makes the following 2026 budget assumptions:

- A Foundation transfer to PSMC of \$300,000 which represents funds raised for the remodel of the Emergency Room, as well as, additional capital requests.
- An average 13.59% increase in patient volume and an average 4% increase in prices.
- Anticipated increases in revenues include the following:
 - the Infusion Center due to steady growth;
 - pain management due to expansion of the service line;
 - surgery due the increased staffing of an additional orthopedic surgeon; pain management
 - respiratory due to the addition Pulmonary Function Test Equipment and a full-time Pulmonologist;
 - cardiology due to having onsite cardiology twice a month;
 - expansion of therapy services due to the MWB being open;

With respect to **expenses**, PSMC makes the following budget assumptions:

- PSMC’s largest expense continues to be labor.
 - The budget assumes a 3% increase in wages to employees without an employment agreement including the primary care providers.
 - A net increase of 9.03 FTEs.
- Increase (inflation) in costs for the following:
 - 5% in medications;
 - 4% for insurance;
 - 4% for employee health insurance plan;
 - 4% for utilities;
- We will continue to see increased costs needed to enhance our facilities.
- Other expense increases are department specific based on what projects are expected to be completed in 2026.

With respect to **capital replacement**, PSMC has a 5-year capital replacement plan and has prioritized items based upon remaining life and the Strategic Plan. The budget includes \$1,963,013 of capital expenditures in 2026 for capital needs of PSMC. As the facility and equipment age, the need for capital expenditures will continue to remain high over the next several years.

With all the additional expenses and grant income, we budgeted a bottom line of \$65,401.

POSITIONS

For 2026, the budget includes a net increase of 9.03 full-time equivalent employees (“FTEs”). The budget includes a specific report detailing FTEs by department and budget year together with the adjustments from 2025 to 2026.

METHODOLOGY IN PREPARING THE BUDGET

In preparing this budget, the CFO and Controller assessed sources of revenue, changes to expenses including changes in employees, and capital budget needs. To be certain the proposed budget is as accurate as possible, the CFO and Controller pulled the most current data for the period January 2025 through June 2025. With respect to employees, the finance team prepared a report of hours and rates of compensation for employees. Each manager/director met with the CFO or Controller at least once (in some circumstances several times) to adequately review the 2025 data and the expectations for 2026. The finance team developed a budget for every department and employee (including regular, overtime, paid time off, call pay, call back pay, sick, holiday and shift differential). Managers and Directors were responsible for reviewing the department/employee budgets and to assure accuracy in preparing PSMC’s budget.

The 2025 actual numbers are annualized (this means the computer system takes 6 months of actual revenues and expenses and (divides by 6 and then multiplies it by 12 months). We recognize that certain one-time or limited revenues and expenses are not accurate when *annualized*; therefore, on the revised income statement, we did not annualize the one-time or limited revenues and one-time expenses including the following: Taxes, Donations & Grants. PSMC uses an accrual basis for accounting.

Pagosa Springs Medical Center

Income Statement - - - Budget 2025

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	YTD Annualized 2025	Budget 2026	Difference to Annualized 2025	Variance Percent Annualized 2025
Revenue										
7 Total In-patient Revenue	5,483,013	5,176,747	5,657,241	5,112,198	2,831,537	1,777,059	2,123,856	2,832,522	708,666	33%
17 Total Out-patient Revenue	49,782,028	52,022,602	58,666,150	61,602,889	69,715,352	71,106,840	79,663,339	93,676,900	14,013,561	18%
18 Professional Fees	6,504,216	4,636,252	5,605,458	6,149,915	6,496,994	6,802,149	6,783,771	8,829,751	2,045,980	30%
20 Total Patient Revenue	61,769,257	61,835,601	69,928,849	72,865,002	79,043,883	79,686,048	88,570,966	105,339,173	16,768,207	19%
21 Revenue Deductions & Bad Debt										
22 Contractual Allowances	28,167,670	30,230,926	35,926,420	37,976,116	39,722,457	40,725,941	47,734,641	54,760,591	7,025,950	15%
23 Charity	746,437	282,686	619,176	438,363	295,833	329,694	524,350	500,000	(24,350)	-5%
24 Bad Debt	3,470,959	1,730,052	832,034	1,993,603	3,215,315	2,891,875	3,660,159	4,641,849	981,690	27%
25 Provider Fee & Other	(3,081,149)	(2,520,105)	(3,187,647)	(4,111,252)	(4,390,555)	(4,419,892)	(3,885,708)	(3,962,833)	(77,125)	2%
26 Total Revenue Deductions & Bad Debt	29,303,917	29,723,559	34,189,983	36,296,830	38,843,050	39,527,618	48,033,442	55,939,607	7,906,165	16%
27 Total Net Patient Revenue	32,465,340	32,112,042	35,738,866	36,568,172	40,200,833	40,158,430	40,537,524	49,399,566	8,862,042	22%
Operating Grants					131,346	2,046,701	866,088	229,594	(636,494)	-73%
30 Other Operating Income - Misc	2,333,037	2,113,048	1,895,091	1,869,844	957,601	2,324,891	1,638,406	1,472,900	(165,506)	-10%
30 Total Net Revenues	34,798,377	34,225,090	37,633,957	38,438,016	41,289,780	44,530,022	43,042,018	51,102,060	8,060,042	19%
Operating Expenses										
32 Salary & Wages	18,652,419	19,159,203	20,776,614	19,859,952	20,701,254	22,876,776	23,284,987	27,473,309	4,188,322	18%
33 Benefits	3,352,542	3,287,282	3,278,759	3,333,271	3,675,296	3,271,077	4,071,074	4,473,232	402,158	10%
35 Professional Fees/Contract Labor	307,381	349,923	590,251	3,325,486	2,188,916	2,331,198	2,083,694	1,608,285	(475,409)	-23%
36 Purchased Services	2,158,291	1,842,826	1,849,808	2,255,411	1,799,585	2,342,819	2,416,083	2,791,408	375,325	16%
37 Supplies	4,915,130	5,763,642	6,054,530	7,162,876	7,355,257	7,237,531	8,200,327	9,431,038	1,230,711	15%
38 Rent & Leases	519,305	438,281	451,270	158,385	146,380	194,856	354,036	247,803	(106,233)	-30%
39 Repairs & Maintenance	538,505	549,091	539,480	635,370	573,362	857,539	621,766	827,352	205,586	33%
40 Utilities	470,669	361,183	430,349	495,971	530,836	461,641	477,305	562,969	85,663	18%
41 Insurance	313,792	327,437	339,605	434,406	476,946	439,669	459,283	486,863	27,580	6%
42 Depreciation & Amortization	1,858,800	1,774,630	1,802,311	2,012,426	2,575,260	2,642,502	2,727,655	3,095,430	367,775	13%
43 Interest	1,094,344	1,051,867	976,848	925,535	1,334,161	1,315,871	1,260,300	1,177,759	(82,542)	-7%
44 Other	1,356,457	1,561,457	2,113,249	1,473,388	1,831,931	1,736,100	1,885,863	2,087,481	201,617	11%
45 Total Operating Expenses	35,537,635	36,466,822	39,203,074	42,072,477	43,189,184	45,707,579	47,842,373	54,262,927	6,420,554	13%
46 Operating Revenue Less Expenses	(739,258)	(2,241,732)	(1,569,117)	(3,634,461)	(1,899,404)	(1,177,557)	(4,800,355)	(3,160,867)	1,639,488	-34%
47 Non-Operating Income										
48 Grants	89,852	1,448,642	895,277	116,329	-	-	-	-	-	0%
49 Interest Income	93,383	71,033	31,470	96,025	617,632	751,017	605,275	600,000	(5,275)	-1%
50 HHS Stimulus Other Revenue	-	1,157,026	4,225,159	-	-	-	-	-	-	0%
51 COVID PPP Loan Forgiveness	-	-	3,740,044	-	-	-	-	-	-	0%
52 Tax Revenue	1,228,832	1,371,862	1,434,731	1,585,008	1,638,939	2,625,996	2,241,009	2,326,268	85,259	4%
53 Donations	515,811	316,527	-	453,412	-	825,000	750,559	300,000	(450,559)	-60%
54 Total Non-Operating Income	1,927,878	4,365,090	10,326,681	2,250,774	2,256,571	4,202,013	3,596,843	3,226,268	(370,575)	-10%
55 Total Revenue Less Total Expenses	1,188,620	2,123,358	8,757,564	(1,383,687)	357,167	3,024,456	(1,203,512)	65,401	1,268,913	-105%

**Pagosa Springs Medical Center
Budget Cash Flow Statement
Budget Year 2026**

**Budget
2026**

Net Revenue Collections		49,399,566
Grants		229,594
Other Income (1)		1,472,900
Interest Income		600,000
HSS Stimulus Other Revenue		
Mill Levy		2,326,268
Donations		300,000
Total Collections	\$	54,328,328

Expenses Less Depr		51,167,497
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Bond/Leaseback Principal Payments	\$	1,670,747
Capital Outlay (2)	\$	1,963,013

Total Outlay	\$	54,801,257
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Net increase(decrease) in Cash	\$	(472,929)
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Beginning Cash		12,661,085
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Ending Cash	\$	12,188,156
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(1) Other income includes 340B revenue, cafeteria revenue and other misc revenue.

(2) Capital Outlay includes \$1,963,013 for capital. (Of which 150,000 is covered by grant income or the foundation.)

Pagosa Springs Medical Center
FTE Budget
Budget Year 2026

Dept	Dept Name	2017 Budget FTE	2018 Budget FTE	2019 Budget FTE	2020 Budget FTE	2021 Budget FTE	2022 Budget FTE	2023 Budget FTE	2024 Budget FTE	2025 Budget FTE	2026 Budget FTE	Variance	Percent
600 Total	Med Surg	10.40	10.50	10.70	14.31	11.32	11.93	10.85	10.28	9.06	10.68	1.62	15.17%
610 Total	ER	9.90	9.90	9.60	9.77	9.74	9.88	10.60	10.66	10.33	11.37	1.04	9.15%
615 Total	ER Physicians	4.40	4.40	4.50	4.56	4.21	4.21	4.33	4.20	4.20	4.33	0.13	3.00%
700 Total	Lab	9.60	9.70	10.50	9.87	9.28	8.56	9.30	10.17	11.04	10.32	(0.72)	-6.98%
710 Total	Radiology	4.80	4.80	4.60	8.51	8.99	9.95	10.59	10.21	10.50	10.72	0.22	2.05%
720 Total	Pharmacy	3.60	3.60	2.90	2.90	3.00	3.03	3.30	3.40	3.64	3.48	(0.16)	-4.60%
721 Total	Infusion	1.00	1.00	1.50	0.90	3.65	3.60	3.05	2.72	1.91	3.00	1.09	36.33%
722 Total	Cardiopulmonary	1.00	1.00	2.00	2.10	2.01	2.10	1.87	2.08	3.04	2.46	(0.58)	-23.58%
725 Total	Physical Therapy	1.00	1.00	1.10	1.29	1.24	1.66	1.48	2.84	3.83	4.21	0.38	9.03%
726 Total	Speech	-	-	-	0.02	0.02	0.01	-	0.01	-	-	-	0.00%
727 Total	Occ Therapy	-	-	-	-	-	-	-	-	-	1.00	1.00	100.00%
728 Total	Cardiology	0.80	0.80	1.00	0.02	0.08	0.05	1.00	-	-	0.93	0.93	100.00%
729 Total	Oncology	-	3.60	5.00	5.81	4.53	4.74	4.68	4.24	4.06	4.14	0.08	1.93%
730 Total	Central Supply	2.10	2.10	3.00	3.01	2.51	2.47	1.73	1.70	1.83	1.81	(0.02)	-1.10%
731 Total	Biomedical	0.90	0.90	1.20	1.17	1.18	1.18	0.22	0.31	0.33	0.43	0.10	23.26%
740 Total	Dietary	6.40	6.40	6.90	7.07	6.40	7.14	6.81	7.50	8.00	6.98	(1.02)	-14.61%
760 Total	OR	9.00	9.10	9.50	8.47	8.69	8.69	8.55	9.24	11.02	11.04	0.02	0.18%
761 Total	Recovery	4.00	4.00	4.00	4.26	3.07	3.50	4.00	3.75	3.36	3.40	0.04	1.18%
762 Total	Anesthesia	1.30	1.30	1.50	2.00	2.00	1.54	1.89	1.04	1.19	1.40	0.21	15.00%
763 Total	OR Physician	1.00	1.00	1.00	0.94	1.00	1.04	0.93	1.19	1.84	1.29	(0.55)	-42.64%
7625 Total	Pain Management	-	-	-	-	-	-	-	0.31	0.30	0.70	0.40	57.14%
7640 Total	Health in Motion	-	-	-	-	-	-	-	-	2.28	1.90	(0.38)	-20.00%
765 Total	Specialty Clinic	1.10	1.10	2.00	2.50	1.79	-	1.00	1.00	1.00	1.00	-	0.00%
790 Total	Ambulance	27.60	27.60	26.10	26.43	26.74	29.18	30.59	31.05	33.72	34.04	0.32	0.94%
791 Total	RHC	35.80	35.80	36.20	29.42	31.29	32.83	32.68	32.63	34.38	33.68	(0.70)	-2.08%
792 Total	EMS Training	0.60	0.60	0.60	0.57	0.39	-	0.37	0.50	0.50	1.45	0.95	65.52%
793 Total	Hospitalist	2.20	2.30	2.00	1.86	2.06	2.24	2.13	2.02	1.75	2.09	0.34	16.27%
794 Total	RHC Providers	6.50	8.50	7.40	10.52	11.66	12.47	13.11	12.49	12.32	13.36	1.04	7.78%
800 Total	Administration	4.20	4.20	4.10	4.18	5.00	5.10	5.17	5.11	4.90	3.97	(0.93)	-23.43%
801 Total	Quality	3.80	3.80	1.00	1.51	1.00	2.75	2.19	2.31	2.30	2.19	(0.11)	-5.02%
802 Total	Infection Control	-	-	-	0.50	1.00	1.00	2.00	0.60	1.06	1.75	0.69	39.43%
803 Total	Informatics	5.10	5.10	5.10	4.11	4.40	2.50	3.81	2.50	3.66	2.66	(1.00)	-37.59%
806 Total	Compliance	1.70	1.70	1.80	1.75	1.75	1.35	1.41	1.46	3.02	3.50	0.48	13.71%
809 Total	Nursing Admin	1.10	1.10	2.00	1.02	1.01	1.02	1.01	1.00	2.00	2.01	0.01	0.50%
810 Total	Medical Staff Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-	0.00%
815 Total	Human Resources	2.00	2.00	2.00	1.70	2.79	2.84	2.00	2.43	2.03	3.15	1.12	35.56%
820 Total	Plant Operations	3.40	3.40	3.60	3.48	5.46	4.87	5.25	6.58	5.09	6.94	1.85	26.66%
825 Total	Housekeeping	9.10	9.10	10.00	9.25	10.16	11.02	9.44	9.33	8.95	8.95	-	0.00%
830 Total	Accounting	7.30	7.30	5.00	4.03	4.02	4.00	3.81	3.27	2.76	3.01	0.25	8.31%
835 Total	Registration	28.50	28.50	26.10	19.20	16.43	12.39	10.34	10.77	10.94	12.28	1.34	10.91%
840 Total	Medical Records	8.70	8.70	6.20	4.00	3.01	3.51	4.14	6.22	4.97	6.00	1.03	17.17%
845 Total	Business Office	12.10	12.10	14.10	13.31	14.05	14.01	13.94	16.54	17.62	16.50	(1.12)	-6.79%
846 Total	Pre-Service	-	-	-	-	-	7.60	9.64	7.27	5.08	5.00	(0.08)	-1.60%
850 Total	IT	-	-	-	2.06	2.01	3.00	3.10	4.23	3.81	3.54	(0.27)	-7.63%
861 Total	Fundraising	-	-	0.30	0.72	1.00	0.50	0.83	0.50	0.50	0.50	-	0.00%
862 Total	Community Relations	-	-	2.30	2.55	1.07	2.78	1.17	1.52	1.51	1.50	(0.01)	-0.67%
Grand Total		234.00	240.00	240.40	233.65	233.01	244.24	246.31	249.18	257.63	266.66	9.03	3.76%

**Pagosa Springs Medical Center
Summary of Lease Agreements
Budget Year 2026**

	Budget 2026	Outstanding Balance
Lease Purchase Agreements		
Lease Purchase for Real Estate (COP)	\$ 130,000	\$ 1,665,000
Lease Purchase for Non Real Estate	<u>\$ 830,747</u>	<u>\$ 3,773,787</u>
 Total Lease Purchase Agreements	 \$ 960,747	 \$ 5,438,787
 * No optional renewal terms available		

Upper San Juan Health Service District
Debt Service Coverage Ratio
Budget 2026

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 YTD*	2026 Budget
Total Revenue Less Total Expenses	\$ 2,123,358	\$ 8,757,564	\$ (1,383,687)	\$ 357,167	\$ 3,024,456	\$ 440,748	\$ 65,401
Less: Existing Capital Leases	\$ (204,342)	\$ (181,460)	\$ (77,586)	\$ (734,152)	\$ (785,142)	\$ (810,416)	\$ (854,665)
Less: 2022 Lease Purchase	\$ -	\$ -	\$ (27,140)	\$ (125,000)	\$ (130,000)	\$ (130,000)	\$ (130,000)
Less: Property Tax	\$ (1,405,122)	\$ (1,434,731)	\$ (1,585,008)	\$ (1,528,277)	\$ (2,625,996)	\$ (2,137,319)	\$ (2,326,268)
Less: CARES ACT Provider Relief Funds	\$ (1,234,026)	\$ (4,225,159)	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Loan Forgiveness for PPP	\$ -	\$ (3,740,044)	\$ -	\$ -	\$ -	\$ -	\$ -
Plus: Depreciation	\$ 1,793,074	\$ 1,802,311	\$ 2,012,426	\$ 2,575,260	\$ 2,624,994	\$ 1,591,132	\$ 3,095,430
Plus: Interest	\$ 947,263	\$ 976,848	\$ 925,535	\$ 1,334,161	\$ 1,315,871	\$ 735,175	\$ 1,177,759
Revenue Available for 2016 Bonds and Capital Leases	\$ 2,020,205	\$ 1,955,329	\$ (135,460)	\$ 1,879,159	\$ 3,424,183	\$ (310,680)	\$ 1,027,657
Series 2016 Bonds	\$ 827,131	\$ 824,943	\$ 824,081	\$ 701,313	\$ 699,481	\$ 696,925	\$ 699,125
Debt Service Coverage (1.35 Requirement)	2.44	2.37	(0.16)	2.68	4.90	(0.45)	1.47

* 2025 includes all lease payments for the year and only the revenue through July 2025.

Pagosa Springs Medical Center
Capital Budget 2026
Capital Replacement Plan 2026 Thru 2030

Dept	Item	Budget Cost	Year Purchase	Useful Life
Ambulance	Stryker Powerload	31,325.72	2026	Power load for the new ambulance coming in 2027
Ambulance	Stryker PowerCot	35,628.37	2026	Power Cot for the new ambulance coming in 2027
Ambulance	Bay Doors X 2	14,000.00	2026	New Bay Doors
Emergency Room	Venue Ultrasound	22,800.00	2026	Replacing the Sparq
Emergency Room	Stryker Big Wheel Stretchers (2) with bed scale	20,455.46	2026	Two Stryker stretchers with scales
Facilities	Re-work the drain in front of the clinic by the stairwell	6,950.00	2026	The drain is in the wrong place and the parking lot does not drain properly.
Facilities	Hospital Exterior Stucco Repair	18,726.00	2026	Repair and Replacement of damaged stucco on the hospital building.
Facilities	EMS Generator	15,000.00	2026	Generator for the EMS building
Facilities	EMS Exterior Repair	20,000.00	2026	Complete the exterior repairs for the EMS building
Facilities	Campus Monument Sign	100,000.00	2026	Campus Monument Sign
Facilities	ED Nurses Station Remodel	347,388.00	2026	Change the flooring and cabinetry at the nurse station
Facilities	Temperature controled room for vacuum compressors	6,650.00	2026	Self-Explanatory
Facilities	Hospital Roof Replacement	300,000.00	2026	Hospital Roof Replacement
Facilities	Imaging Control Room Remodel	7,000.00	2026	Counters need to be replaced due to infection control issue.
Facilities	Dody Cassidy Remodel	500,000.00	2026	
Facilities	Space Modifications for Staff	20,000.00	2026	
Facilities	ATS Panel Replacement	24,446.29	2026	
Facilities	MRI Generator and Hookup	75,000.00	2026	
IT	Host server Replacement	90,000.00	2026	The current ESXi Hosts are end of life and need to be replaced. This houses all of our crtical virtual machines. For example domain controllers, shared drive, security platforms.
IT	Clinic Replacement Switch	20,000.00	2026	Neet to replace the Rural Health Clinic Switch Stack to a supported Cisco Model.
Lab	Sysmex XN-L	29,819.28	2026	
Med/Surg	Nurse Call Replacement System	137,612.00	2026	Replace an aged out system
Med/Surg	Blanket Warmer	7,135.38	2026	This is the original blanket warmer - out of warranty and has been fixed many times
Med/Surg	Sara Flex	8,425.93	2026	This allows us to assist high fall risk patients out of bed with only one staff member
Med/Surg	Alaris Pumps	170,000.00	2026	This is an estimate and will cover the costs of all pumps in the house.
Med/Surg	MS Beds	12,130.60	2026	Two med/Surg beds
PT	Leg Press - Shuttle MVP Classic	8,100.00	2026	Controlled Progressive Resistance
Surgery	Styker SPY-PHI	173,389.04	3rd	
Surgery	Stryker Tower (2nd)	204,803.42	4th quarter vs. 2027	2nd stryker tower added to Flex Financial Lease so that we have a backup tower as well as making it possible to run 2 rooms with laparoscopy/arthrscopy needs
Surgery	PACU stretcher x2	18,206.24	2nd	End of life.
Surgery	CCE PACU (new bays in old procedure room)- Cerner interfa	15,000.00	1st	Interface an 2 additional PACU bays.
Surgery	Stryker Linear Reduction Clamp (ortho)	16,650.00	2nd	Dr. Webb instrumentation request.
Surgery	Stryker distal femur plates (titanium) Axos and Pangea TIA	105,000.00	2nd	Required update from stainless to titanium- which most hospitals and provider have already done. The current Axio system will be phased out next year.
Surgery	Orthopedic arm assist (Spyder S&N, Stryker, <i>Athrex</i> ?)	20,295.00	4th	orthopedic arm for Steed shoulders
		1,963,013.18		
Dola Grant - ED Remodel		150,000.00		
		1,813,013.18		

Pagosa Springs Medical Center
Income Statement Trend
Beginning Year 2007

	Audited 2007	Audited 2008	Audited 2009	Audited 2010	Audited 2011	Audited 2012	Audited 2013	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Audited 2018
Revenues												
Net patient services revenues	766,000	2,515,292	5,713,271	6,762,264	9,368,276	11,437,440	13,481,928	18,845,122	23,399,160	25,028,794	25,251,644	31,220,161
Adjustments		-	-	-	-	-	-	-	-	-	-	-
% Adjustments		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Net patient services revenues	766,033	2,515,292	5,713,271	6,762,264	9,368,276	11,437,440	13,481,928	18,845,122	23,399,160	25,028,794	25,251,644	31,220,161
Other operating income	458	21,188	-	-	-	-	399,502	579,897	766,829	1,511,367	2,238,670	2,497,659
Operating Grants	-	-	-	-	-	-	-	-	-	48,243	283,937	-
Provider fee			291,337	745,074	719,259	930,209	673,745	640,040	1,522,232	1,427,441	2,327,092	-
Total net revenues	766,491	2,536,480	6,004,608	7,507,338	10,087,535	12,367,649	14,555,175	20,065,059	25,688,221	28,015,845	30,101,343	33,717,820
Expenses												
Salaries	956,744	2,626,407	3,208,348	4,584,330	6,323,422	7,766,122	7,845,336	12,421,522	15,506,630	18,155,002	19,065,512	18,782,081
Benefits	-	-	-	-	-	-	1,626,734	-	-	-	-	3,215,781
Purchases services and other	304,414	1,380,360	1,936,540	1,834,373	2,498,299	2,879,184	3,919,904	4,419,085	4,470,453	4,622,634	5,040,144	2,384,199
Supplies	30,846	576,910	697,401	902,471	1,016,375	1,300,489	1,502,030	2,142,305	3,292,955	3,348,532	3,794,427	4,128,476
Utilities	-	-	-	-	-	-	274,713	359,367	389,023	403,056	432,532	407,364
Insurance	38,719	100,262	94,013	119,530	161,869	176,411	133,069	166,717	191,606	248,247	235,170	180,801
Interest	310,976	561,243	545,981	542,606	552,625	551,721	595,022	595,011	653,429	907,271	840,024	988,821
Other	38,539	136,975	184,757	233,462	246,903	248,370	-	-	-	-	-	2,734,883
Depreciation and amortization	163,327	625,898	636,945	723,126	943,618	992,394	903,347	1,326,065	1,463,115	1,448,010	1,988,458	2,343,494
Total expenses	1,843,565	6,008,055	7,303,985	8,939,898	11,743,111	13,914,691	16,800,155	21,430,072	25,967,211	29,132,752	31,396,267	35,165,900
Operating income (loss)	(1,077,074)	(3,471,575)	(1,299,377)	(1,432,560)	(1,655,576)	(1,547,042)	(2,244,980)	(1,365,013)	(278,990)	(1,116,907)	(1,294,924)	(1,448,080)
	-58.42%	-57.78%	-17.79%	-16.02%	-14.10%	-11.12%	-13.36%	-6.37%	-1.07%	-3.83%	-4.12%	-4.12%
Non-operating revenues												
Property taxes	1,104,365	1,514,754	1,536,256	1,682,556	1,681,937	1,319,593	1,299,227	1,106,311	1,122,124	1,144,735	1,171,890	1,251,238
Investment income	371,233	42,159	16,593	2,886	1,162	2,171	4,636	2,278	6,072	13,910	32,681	60,383
Non-Operating Grants	750,112	55,912	229,993	434,502	374,307	327,936	654,272	894,343	324,605	1,727,736	355,875	488,472
Provider Relief Funds	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Protection	-	-	-	-	-	-	-	-	-	-	-	-
Capital Grants and Contributions	1,420	1,072,841	(25,825)	96,750	1,246	73,712	451,397	146,658	579,698	1,114,864	515,235	-
Total non-operating revenues	2,227,130	2,685,666	1,757,017	2,216,694	2,058,652	1,723,412	2,409,532	2,149,590	2,032,499	4,001,245	2,075,681	1,800,093
Excess of revenues over (under) expenses	1,150,056	(785,909)	457,640	784,134	403,076	176,370	164,552	784,577	1,753,509	2,884,338	780,757	352,013

Pagosa Springs Medical Center
Income Statement Trend
Beginning Year 2007

	Audited 2019	Audited 2020	Audited 2021	Audited 2022	Audited 2023	Audited 2024	YTD Annualized 2025	Budget 2026
Revenues								
Net patient services revenues	32,584,951	32,142,883	35,738,866	36,754,300	40,200,833	39,314,930	40,537,524	49,399,566
Adjustments								
% Adjustments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Net patient services revenues	32,584,951	32,142,883	35,738,866	36,754,300	40,200,833	39,314,930	40,537,524	49,399,566
Other operating income	2,213,690	2,004,440	1,628,982	1,005,327	957,601	2,180,210	1,638,406	1,472,900
Operating Grants	-	181,058	266,109	-	131,346	314,592	866,088	229,594
Provider fee	-	-	-	-	-	-		
Total net revenues	34,798,641	34,328,381	37,633,957	37,759,627	41,289,780	41,809,732	43,042,018	51,102,060
Expenses								
Salaries	18,652,426	19,159,427	20,776,614	19,859,948	20,701,254	22,876,781	23,284,987	27,473,309
Benefits	3,333,964	3,281,742	3,278,759	3,281,255	3,675,296	3,234,219	4,071,074	4,473,232
Purchases services and other	2,414,581	2,142,812	2,440,059	5,521,990	3,988,501	4,586,099	4,499,777	4,399,693
Supplies	4,915,129	5,795,916	6,054,530	7,176,600	7,355,257	7,292,025	8,200,327	9,431,038
Utilities	470,670	361,181	430,349	495,971	530,836	461,574	477,305	562,969
Insurance	313,793	327,437	339,605	456,879	476,946	439,669	459,283	486,863
Interest	1,014,962	947,263	976,848	764,111	1,334,161	1,133,011	1,260,300	1,177,759
Other	2,578,391	2,690,463	3,103,999	2,428,585	2,551,673	2,980,065	2,861,665	3,162,636
Depreciation and amortization	1,877,244	1,793,074	1,802,311	2,078,524	2,575,260	2,709,092	2,727,655	3,095,430
Total expenses	35,571,160	36,499,315	39,203,074	42,063,863	43,189,184	45,712,535	47,842,373	54,262,927
Operating income (loss)	(772,519)	(2,170,934)	(1,569,117)	(4,304,236)	(1,899,404)	(3,902,803)	(4,800,355)	(3,160,867)
	-2.17%	-5.95%	-4.00%	-10.23%	-4.40%	-8.54%	-10.03%	-5.83%
Non-operating revenues								
Property taxes	1,262,092	1,405,122	1,434,731	1,585,008	1,638,939	2,625,996	2,241,009	2,326,268
Investment income	93,383	71,033	31,470	96,025	617,632	751,017	605,275	600,000
Non-Operating Grants	605,664	1,584,111	895,277	569,741	-	-	-	-
Provider Relief Funds	-	1,234,026	4,225,159	669,775	-	-	-	-
Payroll Protection	-	-	3,740,044	-	-	-	-	-
Capital Grants and Contributions	-	-	-	-	-	2,557,108	750,559	300,000
Total non-operating revenues	1,961,139	4,294,292	10,326,681	2,920,549	2,256,571	5,934,121	3,596,843	3,226,268
Excess of revenues over (under) expenses	1,188,620	2,123,358	8,757,564	(1,383,687)	357,167	2,031,318	(1,203,512)	65,401

PSMC BOARD FACILITIES COMMITTEE
Report for the PSMC Board Meeting on October 9, 2025

The Board's Facilities Committee met on September 16, 2025 (present: Vice Chair Matt Mees, Dir. Gwen Taylor, at large member Kathee Douglas and the CEO, CNO, CAO, Director of IT/Facilities/Security). The report below summarizes discussions and any comments or questions of the Committee.

1) Sterile Processing Renovation:

- a) Starts on 10/9 (PSMC work to remove equipment); Nunn completes work around 10/24-10/26; PSMC completes installation of new equipment around 10/27-10/31.
- b) The State reported to RTA, in writing, that no agency review is required for this project because it is an equipment replacement project. Nunn met with the Town of Pagosa who reported that the scope of the project does not require a building permit.
- c) Scope of Nunn work includes:
 - i) ICRA - Infection Control Risk Assessment and plan
 - ii) Demo
 - iii) Plumbing installation
 - iv) Electrical Installation
 - v) Framing, drywall and paint;
 - vi) New flooring;
 - vii) Install new cabinets and counters;
- d) Scope of PSMC work includes:
 - i) Before Nunn starts the project:
 - (1) ICRA
 - (2) Schedule Steris de-install the washer and sterilizer; PSMC to store it out of the way of the project. Store other equipment (e.g., Medivader and Ultrasound), computers, file cabinets. Move and store all sterilized instruments stored in the clean room. Receive and store new equipment from Steris. Steris to dispose of old sterilizer/generators.
 - ii) Upon Nunn's completion of work:
 - (1) Support Steris in its installation of the washer, sterilizer (and cart carriage), 3-bay sink, pass-thru window and endoscope drying cabinet. Install of PSMC supplies, computers, file cabinets, etc.

2) Reverse Osmosis System:

- a) This project while occur simultaneously with SPD. The State reported to architect (RTA), in writing, that no agency review is required for this project because it is a limited scope project. Nunn met with the Town of Pagosa who reported that the scope of the project does not require a building permit.
- b) Scope of Nunn work includes:
 - i) ICRA
 - ii) Demo
 - iii) Plumbing installation
 - iv) Electrical Installation
 - v) Framing, drywall and paint
- c) Scope of PSMC work includes:
 - i) ICRA
 - ii) Remove all tools from what is currently the Facilities tool room;
 - iii) Receive and store the R/O system and softener from MedWater.
 - iv) Upon Nunn's completion of work:
 - (1) Schedule and support MedWater in its installation of the R/O system and softener;



PSMC STRATEGIC PLANNING COMMITTEE
Report for the PSMC Board Meeting on October 9, 2025

The Board's Strategic Planning Committee met on September 16, 2025 (present: Chair/Dir. Kate Alfred, Treasurer/Dir. Mark Floyd, as well as the CEO, CNO, CAO, Chief of EMS, Manager of Community Relations and Executive Assistant to the CEO). The report below summarizes discussions and comments or questions of the Committee.

The Board Strategic Planning Committee received a presentation on the possibility of expanding the existing Pulmonology service line to include Pulmonary Rehab. CNO Dan Davis provided an educational power point about what Pulmonary Rehab is, the kinds of medical issues that are improved by Pulmonary Rehab, why we need it in Pagosa Springs and how it could be started at PSMC with relatively low start-up costs. For next steps, staff will gather available data regarding service utilization, and provide, at some point in the future, the education presentation to the full Board for understanding.

The Board Strategic Planning Committee also discussed the efforts to restructure Combined 911 Dispatch services. Get a proper accounting from the County of the Dispatch fund balance and value of assets related to the IGA. PSMC should proceed to work on contract negotiations to contract for the services from ACSO for a reasonable fee.

BOARD FINANCE COMMITTEE
Report for the PSMC Board Meeting on October 9, 2025

The PSMC Board's Finance Committee met on September 16, 2025 (present: Treasurer/Dir. Mark Floyd, Director Wayne Hooper and the CFO, CAO, the Controller and the Director of Revenue Cycle). The report below summarizes the August financials, any comments or questions of the Committee, and the proposed 2026 budget that will be presented to the Board on October 9th.

1) **August Financial Reports:**

- a) **Bottom line for the Month of August:** PSMC budgeted a modest positive bottom line of \$23,847 for August, but PSMC did not meet budget resulting in a negative <-\$285,428> for the month of August.
- b) **Income statement for August:** PSMC had gross charges of \$7,672,796 – about 4% below budget. As a reminder, payers (Medicare, Medicaid and commercial insurers) do not pay what hospitals charge – instead payers reduce what they will pay (contractual allowances) and those reductions were significant and greater than budget at \$4,400,826. Charity care also exceeded budget. PSMC's total monthly expenses for August were almost exactly as budgeted at \$4,176,043.
- c) **Bottom line year-to-date:** PSMC's 2025 year-to-date net income remains positive at \$155,320 and far better than budget which was anticipated to be a negative <-\$1,522,865> through August.
- d) **Accounts Receivable:** Accounts Receivable remains in good shape at 52 days.
- e) **Cash on Hand and Statement of Cash Flows:** Cash increased from 109.5 days to 115.5 days of cash on hand due to settlement of a Medicare cost report.
- f) **Balance Sheet:** No significant changes other than cash assets increased.

2) **2026 Budget**

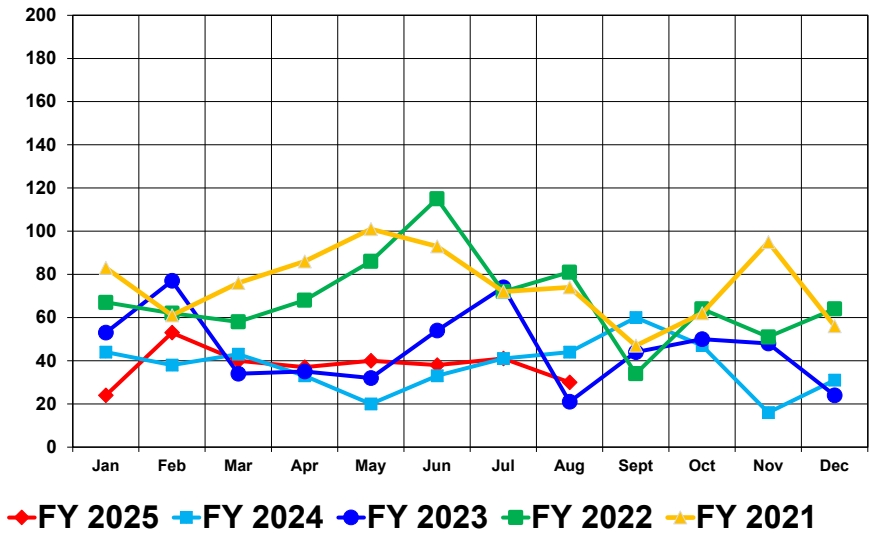
- a) The Finance Committee received a presentation of the draft 2026 budget which the Committee discussed in detail. With a few small corrections and changes, the draft budget will be presented to the Board on October 9th.
- b) In 2022, we engaged a company to apply for available Employee Retention Credits (ERC) for the first 3 quarters of 2021. The IRS recently confirmed that PSMC is due an ERC refund for Q3 – the amount \$1,553,876.80; the final sum will include 7% interest and then we owe a flat fee of 15% of the sum we receive to the company/attorneys who did the work for us. We were denied the ERC for Q1 and Q2 of 2021 and we are looking at an appeal of that decision. Payments are usually made about 4 months after an IRS decision so unclear if the refund will arrive in 2025 or 2026.

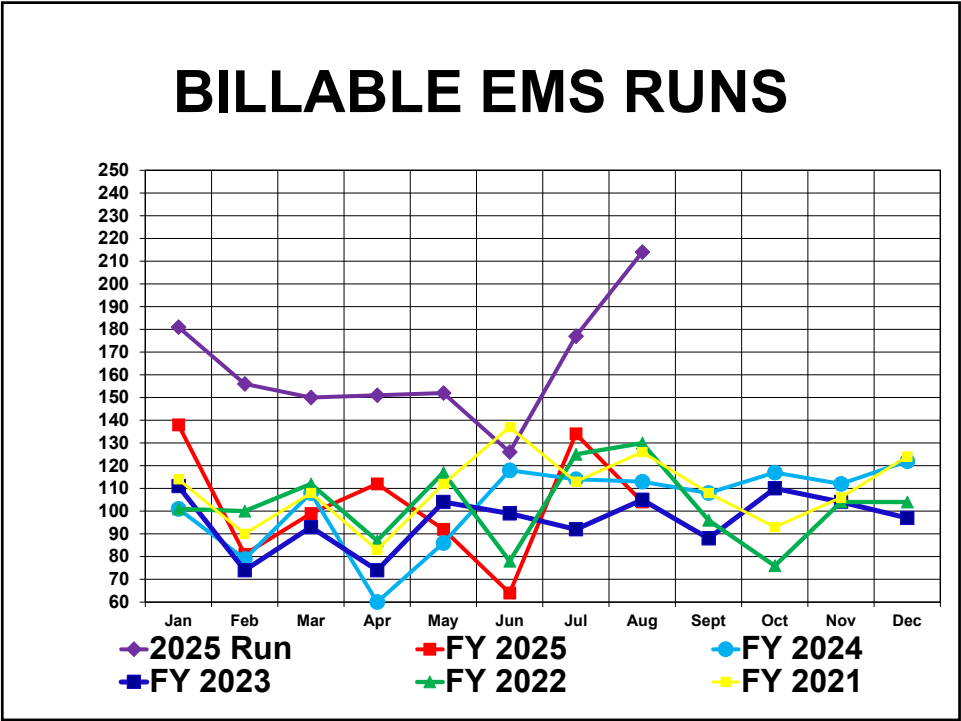
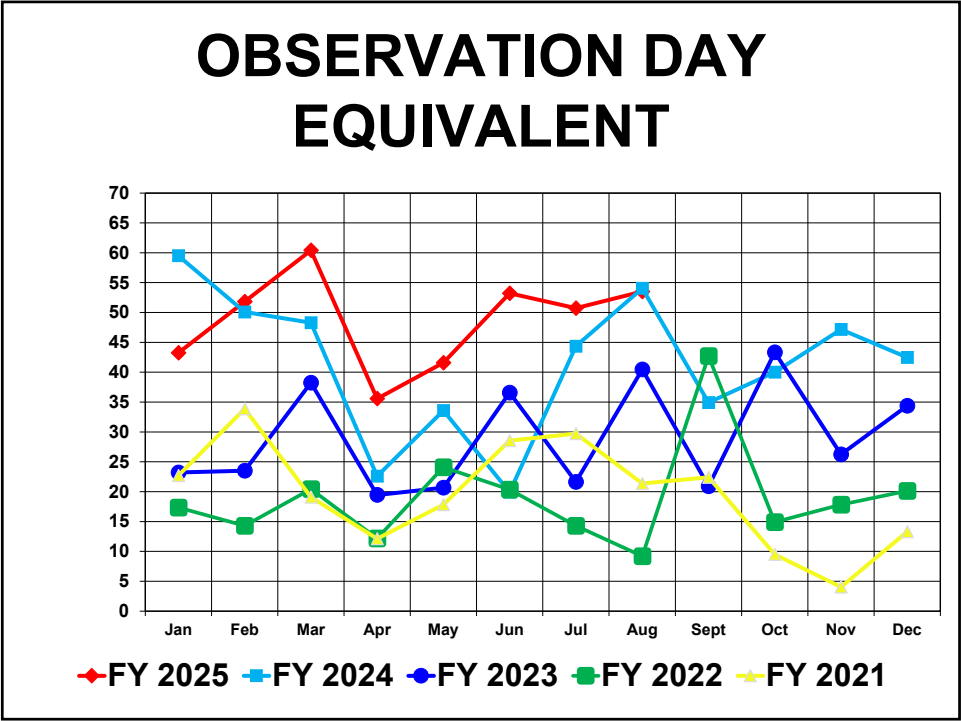
3) **Comments of Finance Committee** No objections to the August financials.

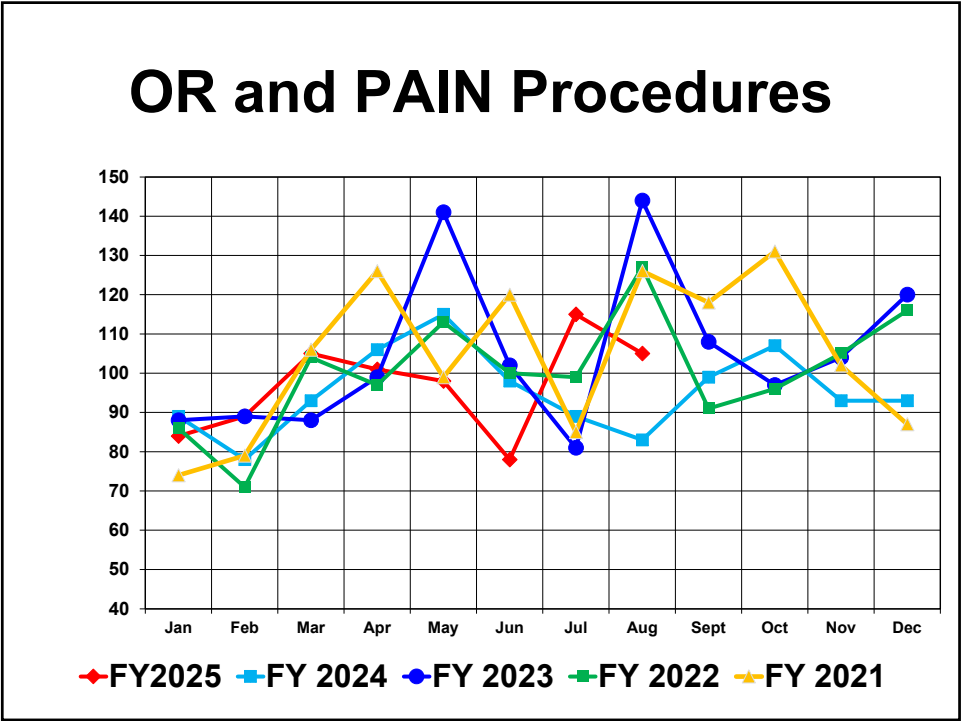
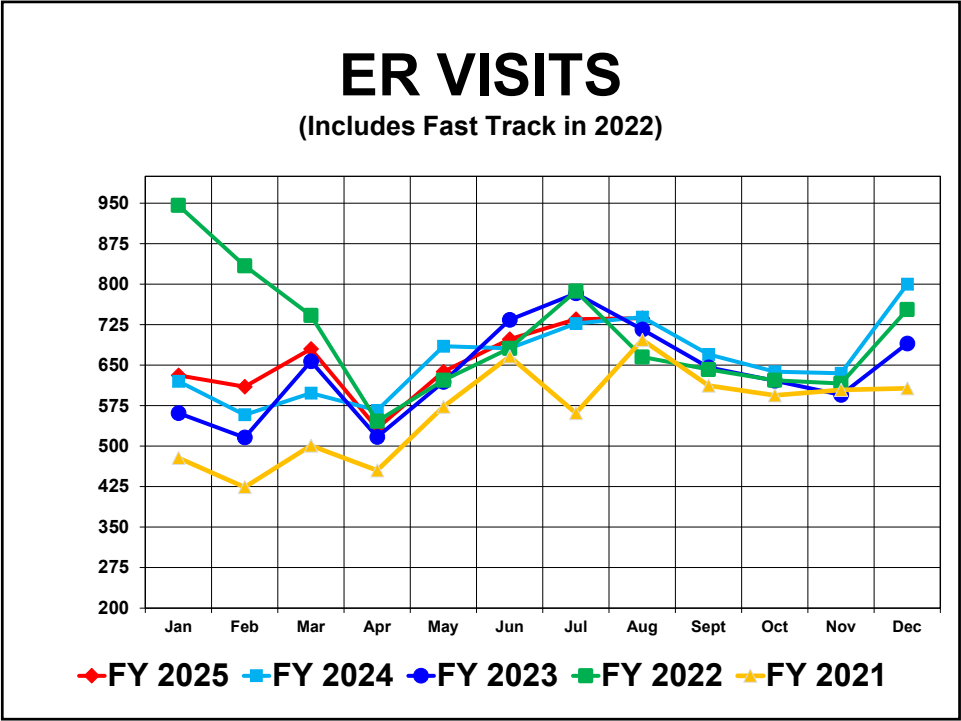


FINANCIAL PRESENTATION
YTD AUGUST 2025

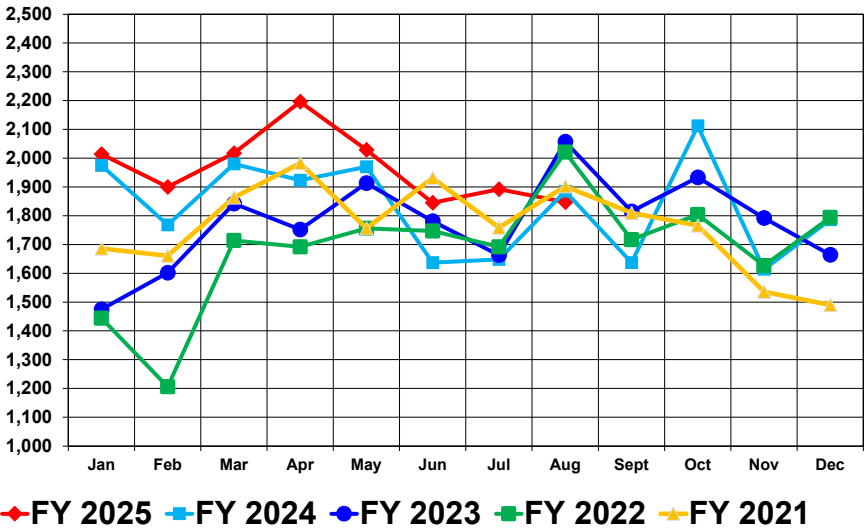
PATIENT DAYS



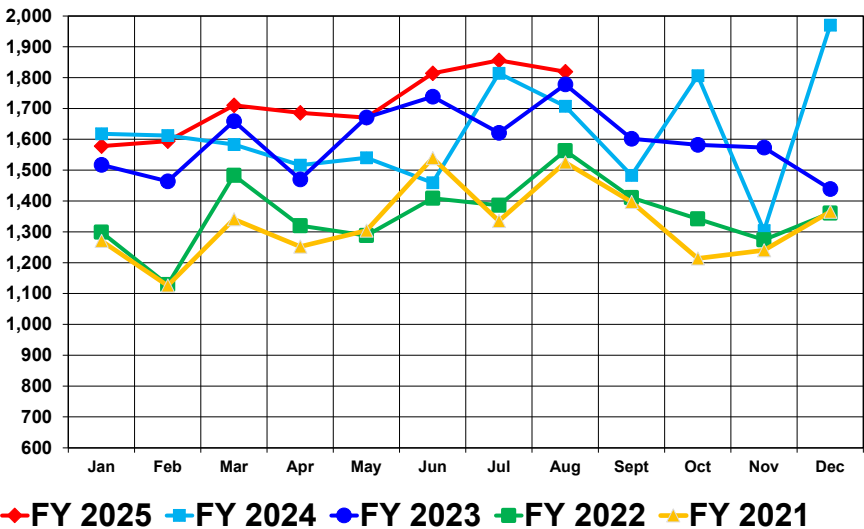




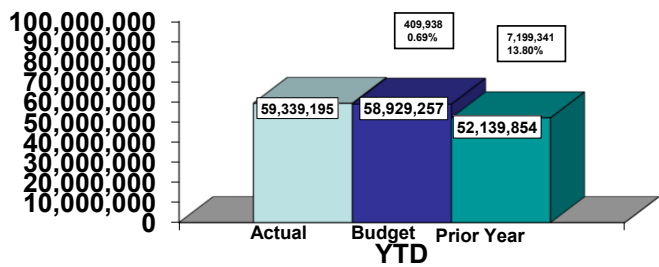
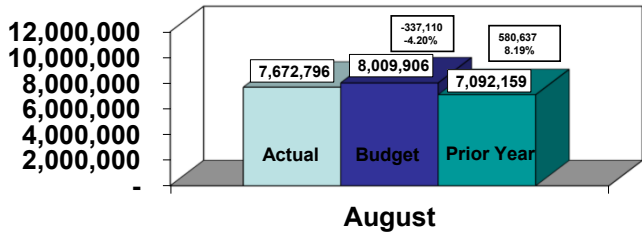
RURAL HEALTH CLINIC VISITS



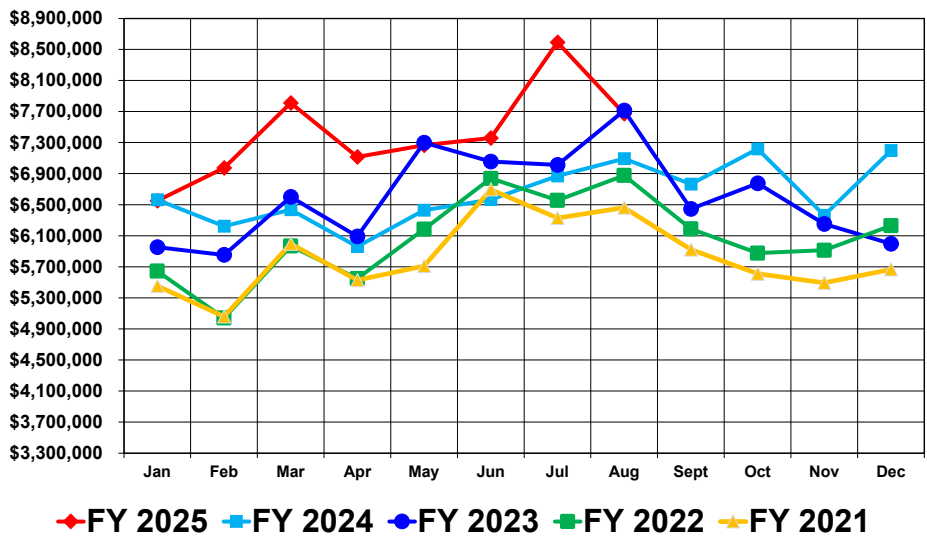
RADIOLOGY EXAMS

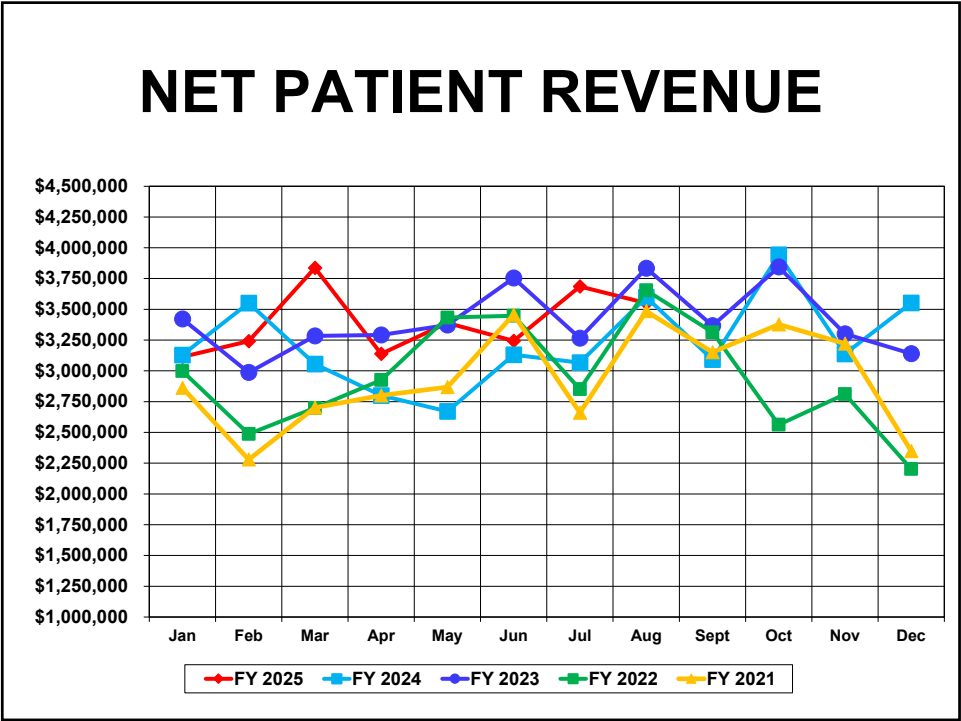
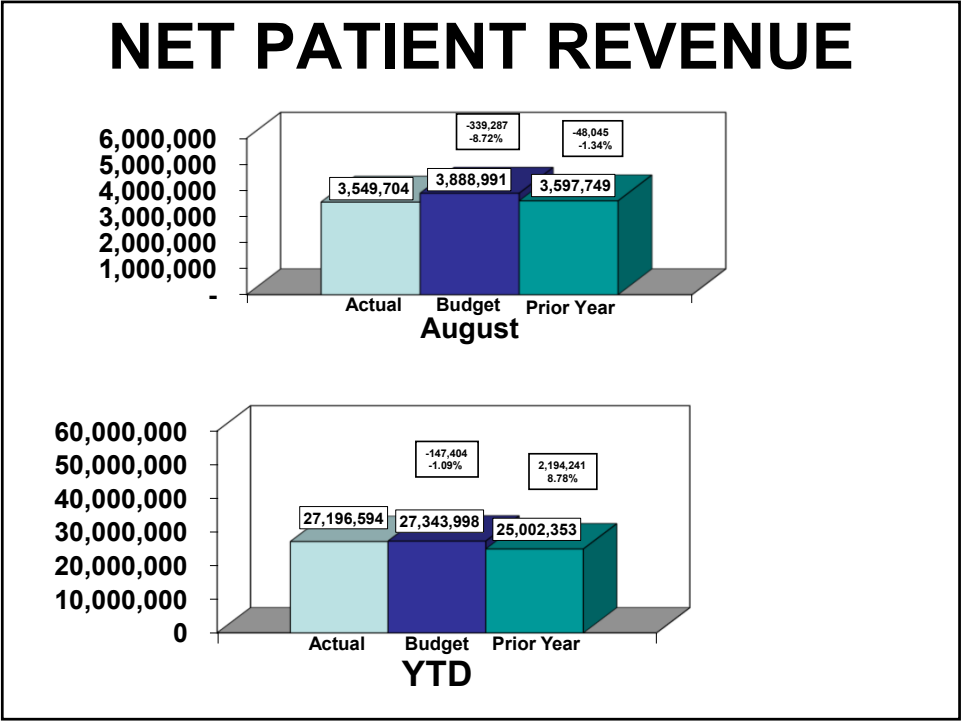


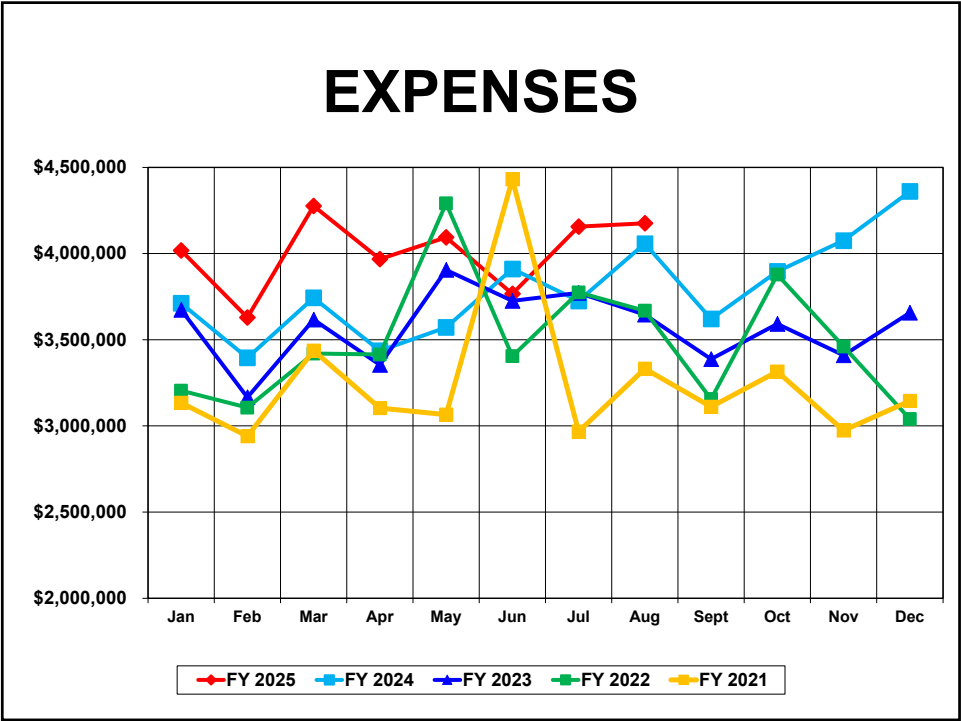
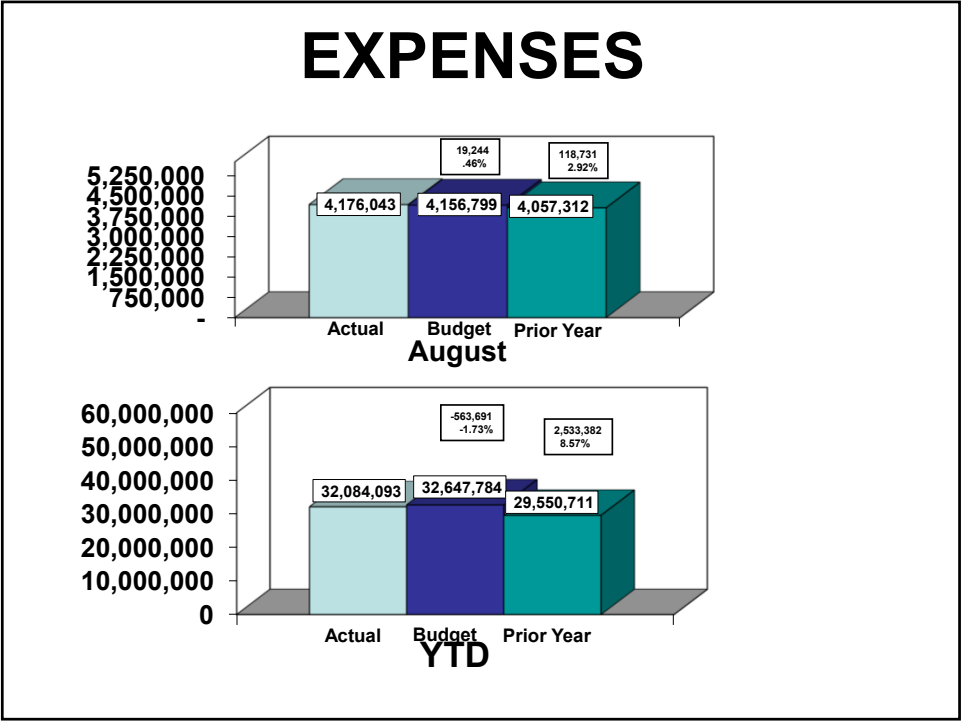
GROSS CHARGES

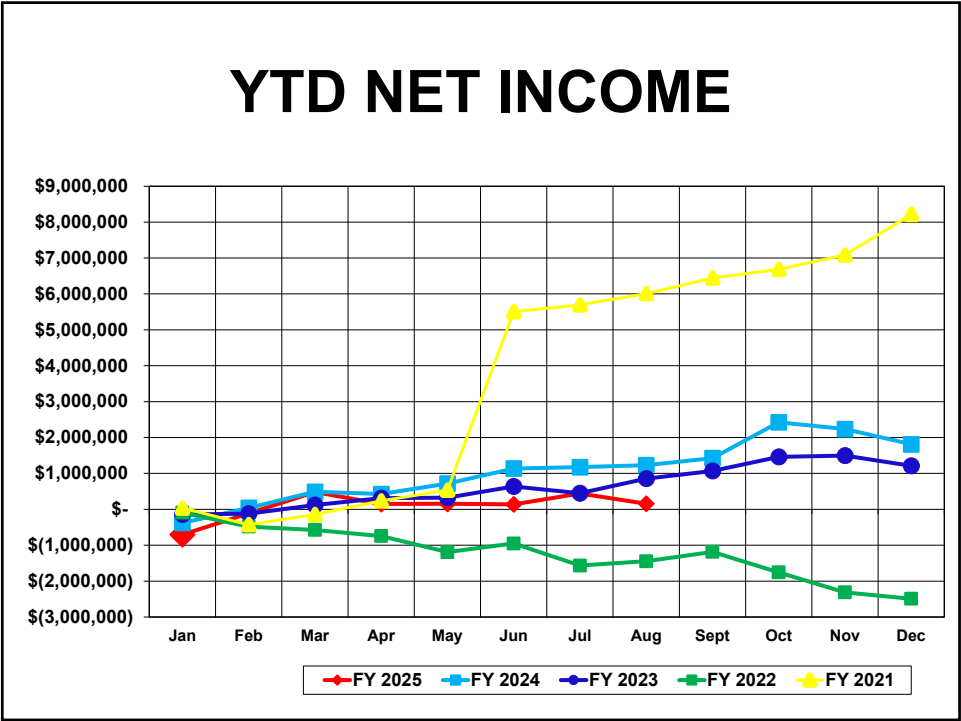
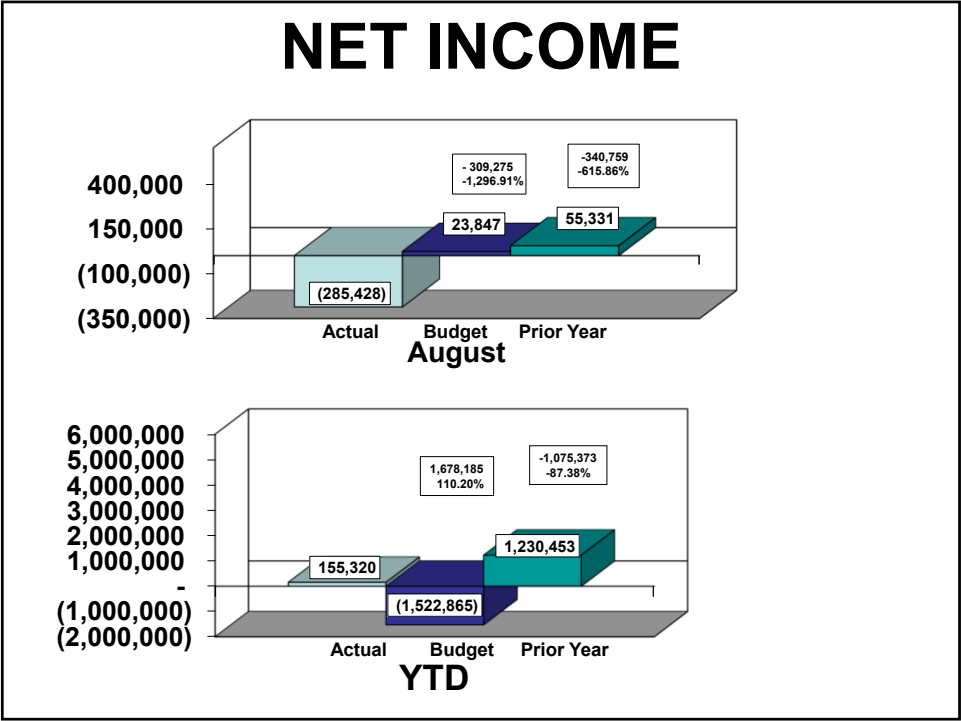


GROSS CHARGES





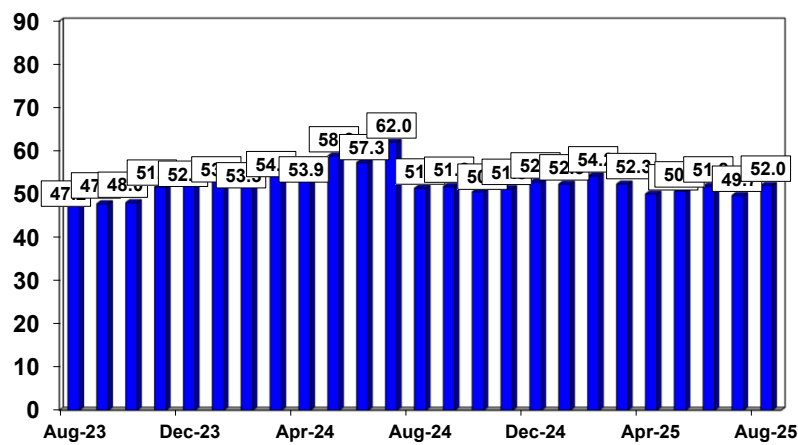




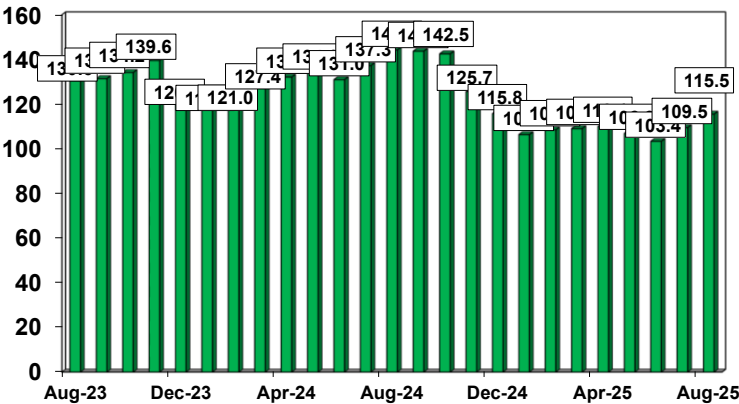
Summary of Financials

	July	August
Gross Charges	8,591,693	7,672,796
Net Revenue	3,685,581	3,549,704
Expenses	4,156,493	4,176,043
Grants, Misc and Tax Revenue	774,338	340,911
Grants and Misc	376,533	264,080
Tax Revenue	397,805	76,831
Net Income	303,496	-285,428

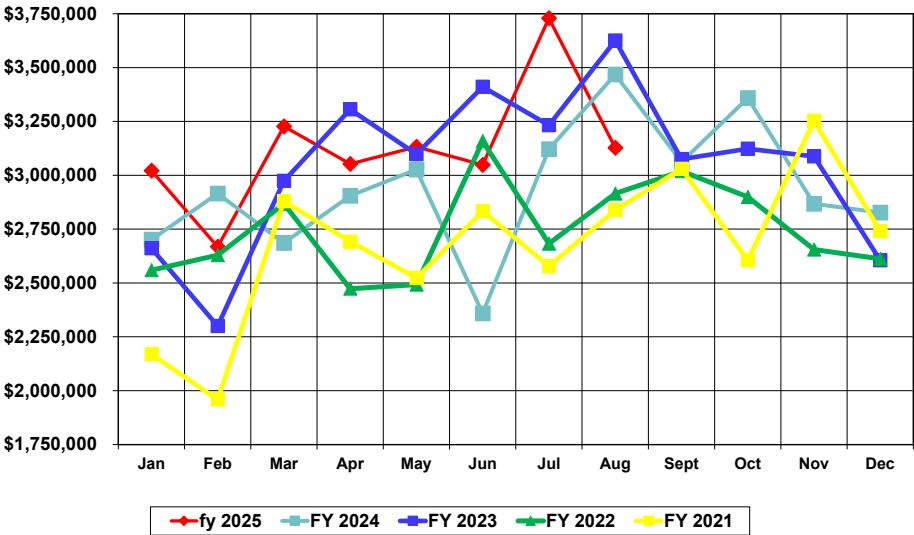
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Pagosa Springs Medical Center

Income Statement Comparison - - - August 31, 2025

Page 1

		Current Month				Year-to-Date			
		2025	Budget	Difference	Variance	2025	Budget	Difference	Variance
Revenue									
7	Total In-patient Revenue	219,824	153,592	66,232	43%	1,458,741	1,228,735	230,006	19%
17	Total Out-patient Revenue	6,886,505	7,148,282	(261,777)	-4%	53,356,786	52,155,393	1,201,393	2%
18	Professional Fees	566,467	708,032	(141,565)	-20%	4,523,668	5,545,129	(1,021,461)	-18%
19	Total Patient Charges	7,672,796	8,009,906	(337,110)	-4%	59,339,195	58,929,257	409,938	1%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,400,826	4,178,690	222,136	5%	32,246,033	31,965,070	280,963	1%
22	Charity	64,632	48,000	16,632	35%	370,504	336,450	34,054	10%
23	Bad Debt	6,826	279,861	(273,035)	-98%	2,141,919	1,961,648	180,271	9%
24	Provider Fee & Other	(349,192)	(385,636)	36,444	-9%	(2,615,855)	(2,677,909)	62,054	-2%
25	Total Revenue Deductions & Bad Debt	4,123,092	4,120,915	2,177	0%	32,142,601	31,585,259	557,342	2%
26	Total Net Patient Revenue	3,549,704	3,888,991	(339,287)	-9%	27,196,594	27,343,998	(147,404)	-1%
27	Grants	13,238	41,968	(28,730)	-68%	518,456	231,503	286,953	124%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30	Other Operating Income - Misc	199,998	150,893	49,105	33%	1,155,734	832,359	323,375	39%
31	Total Net Revenues	3,762,940	4,081,852	(318,912)	-8%	28,870,784	28,407,860	462,924	2%
32	Operating Expenses								
33	Salary & Wages	2,053,322	2,148,648	(95,326)	-4%	15,636,231	16,850,055	(1,213,824)	-7%
34	Benefits	320,164	354,159	(33,995)	-10%	2,694,958	2,771,596	(76,638)	-3%
35	Professional Fees/Contract Labor	173,743	132,851	40,892	31%	1,389,231	1,066,615	322,616	30%
36	Purchased Services	165,624	175,450	(9,826)	-6%	1,575,005	1,380,398	194,607	14%
37	Supplies	739,195	662,867	76,328	12%	5,522,718	5,211,241	311,477	6%
38	Rent & Leases	47,717	15,769	31,948	203%	254,239	126,306	127,933	101%
39	Repairs & Maintenance	62,392	74,154	(11,762)	-16%	425,089	579,877	(154,788)	-27%
40	Utilities	38,325	40,437	(2,112)	-5%	316,753	315,887	866	0%
41	Insurance	35,770	38,355	(2,585)	-7%	303,685	306,839	(3,154)	-1%
42	Depreciation & Amortization	257,008	224,048	32,960	15%	1,848,140	1,750,229	97,911	6%
43	Interest	106,272	107,601	(1,329)	-1%	841,447	849,831	(8,384)	-1%
44	Other	176,511	182,460	(5,949)	-3%	1,276,597	1,438,909	(162,312)	-11%
45	Total Operating Expenses	4,176,043	4,156,799	19,244	0%	32,084,093	32,647,784	(563,691)	-2%
46	Operating Revenue Less Expenses	(413,103)	(74,947)	(338,156)	-451%	(3,213,309)	(4,239,924)	1,026,615	24%
47	Non-Operating Income								
48	Interest Income	50,844	27,082	23,762	88%	403,921	445,122	(41,201)	-9%
49	Tax Revenue	76,831	71,712	5,119	7%	2,214,149	2,046,937	167,212	8%
50	Donations	-	-	-	0%	750,559	225,000	525,559	234%
51	Total Non-Operating Income	127,675	98,794	28,881	29%	3,368,629	2,717,059	651,570	24%
52	Total Revenue Less Total Expenses	\$ (285,428)	\$ 23,847	\$ (309,275)	-1297%	\$ 155,320	\$ (1,522,865)	\$ 1,678,185	110%

The implementation of GASB 96 in 2023 has resulted in an increase of Depreciation and Interest Expense with a reduction of Purchase Service expenses.

Pagosa Springs Medical Center

Income Statement Comparison - - - August 31, 2025

Page 2

	2025	Current Month 2024	Difference	Variance	2025	Year-to-Date 2024	Difference	Variance
Revenue								
2								
7 Total In-patient Revenue	219,824	130,972	88,852	68%	1,458,741	1,047,451	411,290	39%
17 Total Out-patient Revenue	6,886,505	6,387,250	499,255	8%	53,356,786	46,596,146	6,760,640	15%
18 Professional Fees	566,467	573,937	(7,470)	-1%	4,523,668	4,496,257	27,411	1%
19 Total Patient Charges	7,672,796	7,092,159	580,637	8%	59,339,195	52,139,854	7,199,341	14%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	4,400,826	3,669,482	731,344	20%	32,246,033	28,088,356	4,157,677	15%
22 Charity	64,632	13,140	51,492	392%	370,504	232,210	138,294	60%
23 Bad Debt	6,826	215,036	(208,210)	-97%	2,141,919	1,619,473	522,446	32%
24 Provider Fee & Other	(349,192)	(403,248)	54,056	-13%	(2,615,855)	(2,802,538)	186,683	-7%
25 Total Revenue Deductions & Bad Debt	4,123,092	3,494,410	628,682	18%	32,142,601	27,137,501	5,005,100	18%
26 Total Net Patient Revenue	3,549,704	3,597,749	(48,045)	-1%	27,196,594	25,002,353	2,194,241	9%
27 Grants	13,238	119,549	(106,311)	-89%	518,456	655,993	(137,537)	-21%
28 HHS Stimulus Other Revenue	-	-	-		-	-	-	
29 COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30 Other Operating Income - Misc	199,998	245,641	(45,643)	-19%	1,155,734	1,359,241	(203,507)	-15%
31 Total Net Revenues	3,762,940	3,962,939	(199,999)	-5%	28,870,784	27,017,587	1,853,197	7%
32 Operating Expenses								
33 Salary & Wages	2,053,322	2,038,365	14,957	1%	15,636,231	14,952,714	683,517	5%
34 Benefits	320,164	281,140	39,024	14%	2,694,958	2,196,410	498,548	23%
35 Professional Fees/Contract Labor	173,743	235,385	(61,642)	-26%	1,389,231	1,585,354	(196,123)	-12%
36 Purchased Services	165,624	217,758	(52,134)	-24%	1,575,005	1,464,198	110,807	8%
37 Supplies	739,195	699,047	40,148	6%	5,522,718	4,493,881	1,028,837	23%
38 Rent & Leases	47,717	16,607	31,110	187%	254,239	109,466	144,773	132%
39 Repairs & Maintenance	62,392	64,536	(2,144)	-3%	425,089	467,706	(42,617)	-9%
40 Utilities	38,325	34,651	3,674	11%	316,753	313,442	3,311	1%
41 Insurance	35,770	36,574	(804)	-2%	303,685	293,126	10,559	4%
42 Depreciation & Amortization	257,008	216,263	40,745	19%	1,848,140	1,717,014	131,126	8%
43 Interest	106,272	103,924	2,348	2%	841,447	852,676	(11,229)	-1%
44 Other	176,511	113,062	63,449	56%	1,276,597	1,104,724	171,873	16%
45 Total Operating Expenses	4,176,043	4,057,312	118,731	3%	32,084,093	29,550,711	2,533,382	9%
46 Operating Revenue Less Expenses	(413,103)	(94,373)	(318,730)	-338%	(3,213,309)	(2,533,124)	(680,185)	-27%
47 Non-Operating Income								
48 Interest Income	50,844	67,459	(16,615)	-25%	403,921	511,782	(107,861)	-21%
49 Tax Revenue	76,831	82,245	(5,414)	-7%	2,214,149	2,426,795	(212,646)	-9%
50 Donations	-	-	-		750,559	825,000	(74,441)	-9%
51 Total Non-Operating Income	127,675	149,704	(22,029)	-15%	3,368,629	3,763,577	(394,948)	-10%
52 Total Revenue Less Total Expenses	\$ (285,428)	\$ 55,331	\$ (340,759)	-616%	\$ 155,320	\$ 1,230,453	(1,075,133)	-87%

The implementation of GASB 96 in 2023 has resulted in an increase of Depreciation and Interest Expense with a reduction of Purchase Service expenses.

Pagosa Springs Medical Center

Balance Sheet - - August 31, 2025

Page 3

Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 2,564,112	\$ 1,903,592	Accts Payable - System	\$ 1,161,697	\$ 1,063,373
COLO Trust	1,865,663	1,858,754	Accrued Expenses	589,546	507,171
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	667,101	(35,357)
Bond Funds - 2016 Bonds (UMB)	905	902	Wages & Benefits Payable	2,476,135	2,253,803
Bond Funds - 2021 (UMB)	6,437,891	6,341,307	Deferred Revenue	35,842	112,673
CSIP Investments	3,506,769	3,493,883	COVID PPP Short Term Loan	-	-
Escrow - UMB	-	-	Relief Fund Liability	-	-
COVID PPP	-	-	Medicare Accelerated Pmt Liab	-	-
Relief Fund Cash Restricted	-	-	Current Portion of GASB 87 and 96 Liabilities	381,323	381,965
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 S Pagosa	130,000	130,000
Total Cash	15,254,071	14,477,169	Current Portion of LT Debt-2021	450,000	450,000
			Current Portion of LT Debt-2016	245,000	245,000
			Total Current Liabilities	6,136,644	5,108,628
Accounts Receivable					
Patient Revenue - Net	4,330,868	4,262,454	Long-Term Liabilities		
Other Receivables	398,136	557,616	Leases Payable - 75 S Pagosa	1,925,000	1,925,000
Total Accounts Receivable	4,729,004	4,820,070	GASB 87 and 96 Capital Leases	4,485,765	4,550,326
			Bond Premium (Net) - 2006 Def Outflows	156,815	157,927
Inventory	2,145,989	2,125,240	Bond Premium (Net) - 2016	105,355	105,779
			Bond Premium (Net) - 2021	587,735	591,707
Total Current Assets	22,129,064	21,422,479	Bonds Payable - 2021	6,580,000	6,580,000
			Bonds Payable - 2006	-	-
Fixed Assets			Bonds Payable - 2016	8,315,000	8,315,000
Property Plant & Equip (Net)	23,347,938	21,058,337	Total Long-Term Liabilities	22,155,670	22,225,739
GASB 87 & 96 Assets (Net)	4,104,624	4,178,745			
Work In Progress	493,884	2,736,245	Net Assets		
Land	704,021	704,021	Un-Restricted	22,820,268	22,820,268
Total Fixed Assets	28,650,467	28,677,348	Current Year Net Income/Loss	155,320	440,748
			Total Un-Restricted	22,975,588	23,261,016
Other Assets					
Prepays & Other Assets	488,371	495,556	Restricted	-	-
Total Other Assets	488,371	495,556	Total Net Assets	22,975,588	23,261,016
Total Assets	\$ 51,267,902	\$ 50,595,383	Total Liabilities & Net Assets	\$ 51,267,902	\$ 50,595,383

The implementation of GASB 96 in 2023 resulted an increase in Fixed Assets and Long and Short Term Liabilities

Pagosa Springs Medical Center

Monthly Trends

Page 4

	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	YTD Total
Activity	31	30	31	30	31	31	28	31	31	31	30	31	31	244
2 In-Patient Admissions	19	21	17	12	14	19	19	13	13	15	20	19	13	131
3 In-Patient Days	44	60	47	16	31	24	29	40	37	40	38	41	30	279
4 Avg Stay Days (In-patients)	2.3	2.9	2.8	1.3	2.2	1.3	1.5	3.1	2.8	2.7	1.9	2.2	2.3	2.1
8 Average Daily Census	1.4	2.0	1.5	0.5	1.0	0.8	1.0	1.3	1.2	1.3	1.3	1.3	1.0	1.1
Statistics														
9 E/R visits	739	670	638	635	800	631	610	680	533	638	698	735	737	5,262
10 Observ Hours	1,297	838	960	1,132	1,019	1,038	1,244	1,450	854	998	1,277	1,217	1,284	9,362
11 Lab Tests	6,701	6,557	7,020	6,671	6,838	6,948	6,361	7,085	6,962	6,774	6,681	6,418	6,437	53,666
12 Radiology/CT/MRI Exams	1,707	1,483	1,806	1,304	1,970	1,578	1,594	1,710	1,686	1,670	1,814	1,856	1,819	13,727
14 OR Cases	83	99	107	93	93	84	89	105	101	98	78	115	105	775
15 Clinic Visits	1,885	1,637	2,112	1,614	1,786	2,014	1,900	2,017	2,196	2,029	1,845	1,892	1,847	15,740
16 Spec. Clinic Visits	45	103	51	50	54	57	60	39	59	63	61	36	62	437
17 Oncology Clinic Visits	97	97	86	93	104	112	96	102	112	91	107	119	112	851
18 Oncology/Infusion Patients	283	317	267	275	303	219	260	307	366	340	397	470	360	2,719
19 EMS Transports	113	108	117	112	122	138	81	99	112	92	64	134	104	824
20 Total Stats	12,950	11,909	13,164	11,979	13,089	12,830	12,295	13,594	12,981	12,793	13,022	12,992	12,867	103,363

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

Page 5

2025	August			August			August 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	13	13	-	131	106	25	131	117	14	12%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	13	13	-	131	106	25	131	117	14	12%
Patient Days:										
Acute	30	33	(3)	279	266	13	279	296	(17)	-6%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	30	33	(3)	279	266	13	279	296	(17)	-6%
Average Daily Census:										
# Of Days	31	31		243	243		243	244		
Acute	1.0	1.1	(0.1)	1.1	1.1	0.1	1.1	1.2	(0.1)	-5%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	1.0	1.1	(0.1)	1.1	1.1	0.1	1.1	1.2	(0.1)	-5%
Length of Stay:										
Acute	2.3	2.5	(0.2)	2.1	2.5	(0.4)	2.1	2.5	(0.4)	-16%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.3	2.5	(0.2)	2.1	2.5	(0.4)	2.1	2.5	(0.4)	-16%
Out-Patient										
Out-Patient Visits										
E/R Visits	737	739	(2)	5,262	5,394	(132)	5,262	5,174	88	2%
Observ admissions	53	43	10	361	313	48	361	321	40	12%
Lab Tests	6,437	7,411	(974)	53,666	54,072	(406)	53,666	52,265	1,401	3%
Radiology/CT/MRI Exams/M	1,819	1,894	(75)	13,727	13,816	(89)	13,727	12,849	878	7%
OR Cases	105	157	(52)	775	1,147	(372)	775	775	-	0%
Clinic Visits	1,847	2,462	(615)	15,740	17,964	(2,224)	15,740	14,786	954	6%
Spec. Clinic Visits	62	103	(41)	437	748	(311)	437	299	138	46%
Oncology Clinic Visits	112	107	5	851	783	68	851	870	(19)	-2%
Oncology/Infusion Patients	360	277	83	2,719	2,023	696	2,719	1,778	941	53%
EMS Transports	104	115	(11)	824	840	(16)	824	775	49	6%
Total	11,636	13,308	(1,672)	94,362	97,100	(2,738)	94,362	89,892	4,470	5%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of August 31, 2025

		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	\$	3,871,531	\$ 875,878	\$ 137,644	\$ 189,217	\$ 51,157	\$ 42,664	\$ 278,629	\$ 5,446,720	41%		Page 6
3 Medicaid		562,381	105,243	46,579	41,223	17,207	18,710	312,341	1,103,684	8%		
4 Third Party		1,484,184	397,562	227,242	130,594	42,901	101,347	308,026	2,691,856	20%		
5 Self-Pay		354,550	427,432	433,697	369,157	266,930	313,296	1,946,058	4,111,120	31%		
Current Month Total	\$	6,272,646	\$ 1,806,115	\$ 845,162	\$ 730,191	\$ 378,195	\$ 476,017	\$ 2,845,054	\$ 13,353,380	100%	182,898	
Pct of Total		47%	14%	6%	5%	3%	4%	21%	100%			
Jul-25	\$	6,148,429	\$ 1,343,970	\$ 783,163	\$ 448,955	\$ 586,189	\$ 578,471	\$ 2,602,752	\$ 12,534,286		202,285	
Pct of Total		49%	11%	6%	4%	5%	5%	21%	100%			
Jun-25	\$	5,798,998	\$ 1,423,088	\$ 620,781	\$ 640,656	\$ 718,548	\$ 480,775	\$ 2,696,981	\$ 12,379,827		426,234	
Pct of Total		47%	11%	5%	5%	6%	4%	22%	100%			
May-25	\$	5,510,786	\$ 1,134,338	\$ 881,123	\$ 782,446	\$ 640,205	\$ 450,511	\$ 2,821,741	\$ 12,221,150		205,702	
Pct of Total		45%	9%	7%	6%	5%	4%	23%	100%			
Apr-25	\$	5,380,677	\$ 1,531,216	\$ 959,957	\$ 852,535	\$ 491,263	\$ 632,503	\$ 2,457,407	\$ 12,305,558		239,686	
Pct of Total		44%	12%	8%	7%	4%	5%	20%	100%			
Mar-25	\$	5,878,116	\$ 1,431,709	\$ 887,139	\$ 553,759	\$ 745,582	\$ 497,247	\$ 2,403,650	\$ 12,397,202		289,678	
Pct of Total		47%	12%	7%	4%	6%	4%	19%	100%			
Feb-25	\$	5,935,029	\$ 1,445,312	\$ 682,201	\$ 898,763	\$ 621,321	\$ 308,121	\$ 2,580,511	\$ 12,471,258		149,150	
Pct of Total		48%	12%	5%	7%	5%	2%	21%	100%			
Jan-25	\$	5,068,971	\$ 1,305,124	\$ 973,961	\$ 777,031	\$ 472,520	\$ 378,367	\$ 2,458,458	\$ 11,434,432		331,283	
Pct of Total		44%	11%	9%	7%	4%	3%	22%	100%			
Dec-24	\$	5,319,743	\$ 1,598,544	\$ 909,266	\$ 579,703	\$ 559,746	\$ 384,342	\$ 2,563,856	\$ 11,915,200		312,505	
Pct of Total		45%	13%	8%	5%	5%	3%	22%	100%			
Nov-24	\$	5,041,955	\$ 942,675	\$ 702,565	\$ 632,660	\$ 619,716	\$ 376,424	\$ 2,168,293	\$ 10,484,288		223,749	
Pct of Total		48%	9%	7%	6%	6%	4%	21%	100%			
Oct-24	\$	5,410,175	\$ 1,342,098	\$ 895,631	\$ 514,484	\$ 618,148	\$ 364,283	\$ 2,428,748	\$ 11,573,567		114,647	
Pct of Total		47%	12%	8%	4%	5%	3%	21%	100%			
Sep-24	\$	5,336,881	\$ 1,545,826	\$ 660,113	\$ 801,160	\$ 504,361	\$ 385,052	\$ 2,430,015	\$ 11,663,408		166,526	
Pct of Total		46%	13%	6%	7%	4%	3%	21%	100%			
Aug-24	\$	5,398,392	\$ 1,267,909	\$ 941,782	\$ 562,535	\$ 502,383	\$ 410,323	\$ 2,371,609	\$ 11,454,933		255,891	
Pct of Total		47%	11%	8%	5%	4%	4%	21%	100%			
Jul-24	\$	5,507,513	\$ 1,647,105	\$ 918,469	\$ 644,364	\$ 543,418	\$ 410,560	\$ 2,339,334	\$ 12,010,764		185,572	
Pct of Total		46%	14%	8%	5%	5%	3%	19%	100%			
Jun-24	\$	5,629,904	\$ 1,537,357	\$ 787,921	\$ 717,968	\$ 578,896	\$ 459,480	\$ 2,222,990	\$ 11,934,516		305,775	
Pct of Total		47%	13%	7%	6%	5%	4%	19%	100%			
May-24	\$	4,839,653	\$ 1,099,638	\$ 905,534	\$ 690,343	\$ 663,774	\$ 338,675	\$ 2,200,281	\$ 10,737,898		401,030	
Pct of Total		45%	10%	8%	6%	6%	3%	20%	100%			
Apr-24	\$	4,505,943	\$ 1,549,541	\$ 1,079,814	\$ 894,665	\$ 562,615	\$ 282,622	\$ 2,280,611	\$ 11,155,811		284,663	
Pct of Total		40%	14%	10%	8%	5%	3%	20%	100%			

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of August 31, 2025

		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
	Mar-24 Pct of Total	\$ 5,059,591 44%	\$ 1,408,458 12%	\$ 1,082,949 9%	\$ 715,465 6%	\$ 485,454 4%	\$ 352,812 3%	\$ 2,341,176 20%	\$ 11,445,905 100%		305,544
	Feb-24 Pct of Total	\$ 4,965,411 45%	\$ 1,409,644 13%	\$ 782,310 7%	\$ 607,945 6%	\$ 488,055 4%	\$ 355,262 3%	\$ 2,382,519 22%	\$ 10,991,146 100%		407,438
	Jan-24 Pct of Total	\$ 5,317,052 48%	\$ 1,163,491 11%	\$ 819,931 7%	\$ 591,365 5%	\$ 478,430 4%	\$ 436,820 4%	\$ 2,215,766 20%	\$ 11,022,855 100%		367,168
	Dec-23 Pct of Total	\$ 4,828,604 45%	\$ 1,238,153 12%	\$ 729,575 7%	\$ 604,342 6%	\$ 617,616 6%	\$ 525,914 5%	\$ 2,209,207 21%	\$ 10,753,411 100%		202,845
	Nov-23 Pct of Total	\$ 5,041,955 48%	\$ 942,675 9%	\$ 702,565 7%	\$ 632,660 6%	\$ 619,716 6%	\$ 376,424 4%	\$ 2,168,293 21%	\$ 10,484,288 100%		223,749
	Oct-23 Pct of Total	\$ 5,276,718 49%	\$ 1,175,416 12%	\$ 781,816 8%	\$ 739,447 5%	\$ 494,084 4%	\$ 353,225 3%	\$ 2,101,803 19%	\$ 10,922,509 100%		209,769
	Sep-23 Pct of Total	\$ 5,357,429 49%	\$ 1,364,191 12%	\$ 829,226 8%	\$ 571,432 5%	\$ 437,907 4%	\$ 314,760 3%	\$ 2,112,322 19%	\$ 10,987,267 100%		161,484
	Aug-23 Pct of Total	\$ 5,791,813 52%	\$ 1,310,432 12%	\$ 705,237 6%	\$ 499,128 4%	\$ 347,251 3%	\$ 331,541 3%	\$ 2,188,265 20%	\$ 11,173,667 100%		294,367
	Jul-23 Pct of Total	\$ 5,195,855 47%	\$ 1,750,827 16%	\$ 922,811 8%	\$ 484,274 4%	\$ 416,696 4%	\$ 338,589 3%	\$ 1,881,363 17%	\$ 10,990,415 100%		262,515
	Jun-23 Pct of Total	\$ 5,512,522 50%	\$ 1,195,087 11%	\$ 537,000 5%	\$ 531,450 5%	\$ 583,696 5%	\$ 409,956 4%	\$ 2,213,524 20%	\$ 10,983,235 100%		169,493
12	Pct Settled (Current)		70.6%	37.1%	6.8%	15.8%	18.8%	-391.8%			
13	Pct Settled (July from June)		76.8%	45.0%	27.7%	8.5%	19.5%	-441.4%			
14	Pct Settled (June from May)		74.2%	45.3%	27.3%	8.2%	24.9%	-498.6%			
15	Pct Settled (May from Apr)		78.9%	42.5%	18.5%	24.9%	8.3%	-346.1%			
16	Pct Settled (Apr from Mar)		74.0%	33.0%	3.9%	11.3%	15.2%	-394.2%			

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	149,074.31	149,074.31	1.94%
Blue Cross	57,745.45	816,644.27	874,389.72	11.40%
Champus	-	56,790.10	56,790.10	0.74%
Commercial Insurance	92,437.73	615,617.91	708,055.64	9.23%
Medicaid	119,736.10	830,448.44	950,184.54	12.38%
Medicare	397,828.33	2,674,906.17	3,072,734.50	40.05%
Medicare HMO	171,118.62	1,122,728.53	1,293,847.15	16.86%
Self Pay	33,910.65	267,379.28	301,289.93	3.93%
Self Pay - Client Billing	-	15,902.00	15,902.00	0.21%
Veterans Administration	37,097.70	174,637.12	211,734.82	2.76%
Workers Compensation	-	38,793.70	38,793.70	0.51%
Total	909,874.58	6,762,921.83	7,672,796.41	100.00%

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Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

Page 9

REPORTS 4.a.vii.(a).

	Aug-25
Cash Flows from operating activities	
Change in net assets	(285,428)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	257,008
Patient accounts receivable	(68,414)
Accounts payable and wages payable	320,655
Accrued liabilities	82,375
Pre-paid assets	7,185
Deferred revenues	(76,831)
Other receivables	159,480
Reserve for third party settlement	702,458
Inventory	(20,749)
Net Cash Provided by (used in) operating activities	1,077,739
Cash Flows from investing activities	
Purchase of property and equipment	(2,477,995)
Work in progress	2,242,361
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(235,634)
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	(65,203)
Net Cash Provided by (used in) financing activities	(65,203)
Net Increase(Decrease) in Cash	776,902
Cash Beginning of Month	14,477,169
Cash End of Month	15,254,071

2025 Cash						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-25	\$2,985,514.00	\$3,021,404.11	\$35,890.11	101.20%	\$ 104,376.51	\$3,125,780.62
Feb-25	\$2,789,945.00	\$2,668,349.02	(\$121,595.98)	95.64%	\$ 866,947.44	\$3,535,296.46
Mar-25	\$3,036,524.56	\$3,226,924.97	\$190,400.41	106.27%	\$ 211,079.88	\$3,438,004.85
Apr-25	\$4,114,692.00	\$3,052,129.72	(\$1,062,562.28)	74.18%	\$ 131,037.57	\$3,183,167.29
May-25	\$3,814,089.00	\$3,131,802.81	(\$682,286.19)	82.11%	\$ 131,526.67	\$3,263,329.48
Jun-25	\$3,065,726.00	\$3,047,978.04	(\$17,747.96)	99.42%	\$ 84,816.22	\$3,132,794.26
Jul-25	\$2,919,008.00	\$3,729,251.92	\$810,243.92	127.76%	\$ 185,041.45	\$3,914,293.37
Aug-25	\$3,361,773.00	\$3,127,406.32	(\$234,366.68)	93.03%	\$ 928,807.38	\$4,056,213.70
Sep-25						
Oct-25						
Nov-25						
Dec-25						
	\$26,087,271.56	\$25,005,246.91	(\$1,082,024.65)	95.85%	\$ 2,643,633.12	\$27,648,880.03

2025 Revenue				
Month	Revenue Goal	Actual Revenue	Variance	% Generated
Jan-25	\$ 7,424,679.00	\$ 6,551,119.00	\$ (873,560.00)	88.23%
Feb-25	\$ 7,032,100.00	\$ 6,973,780.00	\$ (58,320.00)	99.17%
Mar-25	\$ 7,275,008.00	\$ 7,809,899.00	\$ 534,891.00	107.35%
Apr-25	\$ 6,736,451.00	\$ 7,115,116.00	\$ 378,665.00	105.62%
May-25	\$ 7,267,806.00	\$ 7,265,575.00	\$ (2,231.00)	99.97%
Jun-25	\$ 7,435,036.00	\$ 7,359,212.84	\$ (75,823.16)	98.98%
Jul-25	\$ 7,748,271.00	\$ 8,591,694.00	\$ 843,423.00	110.89%
Aug-25	\$ 8,009,906.00	\$ 7,672,796.00	\$ (337,110.00)	95.79%
Sep-25				
Oct-25				
Nov-25				
Dec-25				
Totals	\$ 58,929,257.00	\$ 59,339,191.84	\$ 409,934.84	100.70%



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, CORINNE REED
October 9, 2025**

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

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

NAME	INITIAL/REAPPOINT/CHANGE	TYPE OF PRIVILEGES	SPECIALTY
Colum Tinley, CRNA	Initial Appointment	APP/CRNA	Certified Registered Nurse Anesthetist
Jason Wadibia, DO	Initial Appointment	Telemedicine/Teleneurology	Neurology
Maysun Ali, DO	Reappointment	Telemedicine/Teleneurology	Neurology and Vascular Neurology
Brett Bartz, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Pediatric Radiology
John Brach, MD	Reappointment	Courtesy/Ophthalmology	Ophthalmology
Richard Coursey, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
Tyler Green, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
Jean Michel Grillon, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Corinne Reed, DO	Reappointment	Active/Hospitalist, Family Medicine, and Osteopathic Manipulative Medicine	Hospitalist
Jerome Swanson, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology/Diagnostic Radiology
William Webb, MD	Reappointment	Active/Orthopedics	Orthopedic Surgery

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 19

Courtesy: 19

Telemedicine: 145

Advanced Practice Providers & Behavioral Health Providers: 17

Honorary: 2

Total: 202



MINUTES OF REGULAR BOARD MEETING
Tuesday, August 26, 2025, 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 August 26, 2025, at PSMC, Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Teams video communications.

Director’s Present: Chair Kate Alfred, Vice Chair Matthew Mees, Director Mark Floyd, Director Wayne Hooper, Director Erik Foss, Director Gwen Taylor

Board members present via Teams: Director Ashley Wilson

Board members present via telephone: none

1) CALL TO ORDER

- a) Call for quorum: Chair Alfred called the meeting to order at 5:00 p.m. MDT and Clerk to the Board, Antoinette Martinez, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: None.
- c) Approval of the Agenda: Director Mark Floyd motioned to approve the agenda with no changes. Vice Chair Matthew Mees seconded; the Board unanimously approved the agenda.

2) PUBLIC COMMENT

None

- 3) PRESENTATIONS** PSMC’s Information Technology Department by Director: IT and Plant Facilities, David Ball presented a power point presentation that highlighted the latest IT security innovations alongside a strong commitment to patient care.

4) REPORTS

- a) Oral Reports
 - i) Chair Report
 - No Report
 - ii) CEO Report

CEO Webb advised the following update:

 - Acknowledged Dr. Bill Jordan dedication to PSMC’s Cancer Center and welcomed Dr. Sami Diab to the Cancer Center.
 - Mercy Cardiology to bring a cardiologist and nurse practitioner to PSMC. They will begin with a schedule of visits every other week, with the potential to increase their presence based on patient volume.
 - We will have an Open House on September 22 from 5:00 to 7:00 PM. At 4:00, Dr.

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

Sami Diab will offer an educational talk on cancer risk for those who want to attend.

- We acknowledge Chelle. After 7.5 years, she is moving from Pagosa Springs to Kentucky, and while we're sad to see her go, we're grateful that she has agreed to continue supporting us on a part-time basis for the foreseeable future. Chelle has been an essential part of our team and has played a key role in strengthening our financial stability.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

The Foundation Board met on August 21, 2025. CAO Bruzzese summarized the written report in the Board Packet including that DZA presented a clean audit for 2024, and the Foundation Board voted unanimously to fully pay off the outstanding loan on the Dodie Cassidy building. Questions asked and answered.

v) Facilities Committee

The Facilities Committee met on August 19, 2025. CAO Bruzzese summarized the written report in the Board Packet including information about the Sterile Processing Department renovation to replace equipment, the new Reverse Osmosis system, final approval of the federal fire inspector for the MWB, replacement of part of PSMC's roof, and other work planned for 2026. Questions asked and answered

vi) Strategic Planning Committee Report

The Strategic Planning Committee met on August 19, 2025, and Chair Kate Alfred summarized the written report in the Board Packet. The Strategic Planning Committee considered possible future uses for the Dodie Cassidy building and the associated budget that might be needed to make the space functional. Questions asked and answered.

vii) Finance Committee Report

CFO, Chelle Keplinger, presented and discussed financials for July 2025. Questions asked and answered.

b) Written Reports

- i) Medical Staff Report – Chief of Staff, Dr. Corinne Reed, MD.

5) EXECUTIVE SESSION

- No Report

6) DECISION AGENDA

- a) None

7) CONSENT AGENDA

Director Mark Floyd motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 07/22/2025, and the Medical Staff report recommendations for revised policy and new or renewal of provider privileges). The motion was seconded by Director Wayne Hooper, and the Board approved said consent agenda items.

8) OTHER BUSINESS

- Director Wayne Hooper shared that he recently spent several hours visiting a friend in the Emergency

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Department. He praised the ER staff as well as the EMS team for their outstanding care and support, noting that they did an amazing job. He expressed how proud he is of the team and the compassionate service they provided.

- Chair Alfred reminded the Board that the Open House is scheduled for September 22 and there will be no Board meeting held during the month of September because there are two board meetings in October.
- Treasurer/Secretary Mark Floyd reported the Finance Committee will meet in September in preparation for the budget hearing scheduled for October 9.
- Regular Meeting: Thursday, October 9, 2025, at 5:00 pm MST (Budget Hearing)
- Regular Meeting: Tuesday, October 28, 2025, at 5:00 pm MST

9) **ADJOURN**

There being no further business, Chair Alfred adjourned the regular meeting at 5:38 p.m. MDT.

Respectfully submitted by:

Antoinette Martinez, serving as Clerk to the Board