



NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, November 18, 2025, at 5:00 p.m. MDT
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: 228 195 192 729

Passcode: T5oe7uw3

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 comments and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Antionette 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) PRESENTATIONS

Pain Management Service Line by Brian Smith, CRNA

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report
 - ii) CEO Report
 - iii) ~~Executive Committee~~
 - iv) **Foundation Board**
 - v) **Facilities Committee**
 - vi) **Strategic Planning Committee**
 - vii) **Finance Committee Report**
 - (a) October, 2025 Financials

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

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

i) **Medical Staff Report**

Chief of Staff, Dr. Corinne Reed

5) EXECUTIVE SESSION

There will be an executive session regarding the following:

- Pursuant to C.R.S. Section 24-6-402(f) Confidential personnel matters – specifically consideration of an extension of the existing employment agreement of the CEO who was previously informed of the meeting and is noticed for a decision; and
- Pursuant to C.R.S. Section 24-6-402(a) and (b) regarding conferences with legal counsel for PSMC regarding actual or potential title defects to recently acquired real property at 302 San Juan Street which matter is noticed for a decision.

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

6) DECISION AGENDA

a) As a follow-up to executive session discussion:

- i) **Consideration of Resolution 2025-16** to authorize the Board's Executive Committee (the Chair and Vice-Chair) to negotiate an extension of the existing employment agreement of the CEO and execute the same.

b) As a follow-up to executive session discussion:

- i) **Consideration of Resolution 2025-17** regarding authority to PSMC's CEO to (i) take actions to resolve actual/potential title defects to property on San Juan Street in the name of PSMC specifically including a right of first refusal to the Town of Pagosa Springs should the property ever be sold by PSMC; and (ii) authorize fundraising for the renovation of the building on said property in order to effectively and safely use said property for east-side EMS.

c) Information update by CAO/legal Ann Bruzzese regarding the status of 911 Dispatch Services and Related Contracts by CAO Ann Bruzzese and:

- i) **Consideration of Resolution 2025-18** regarding authority to PSMC's CEO to (i) provide notice to terminate the existing Intergovernmental Agreement for dispatch effective the end of the day on December 31, 2025, and (ii) enter a new Intergovernmental Agreement with the Archuleta County Sheriff's Office for dispatch services starting January 1, 2026.

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

a) Approval of Board Member absences:

- i) Regular meeting of 11/18/2025

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

- i) **Regular meeting of 10/28/2025**

c) Approval of **Medical Staff report** recommendations for new or renewal of provider privileges.

8) OTHER BUSINESS

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

9) ADJOURN

Next Meeting: Tuesday, December 16, 2025, at 5:00 p.m. MT

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

PSMC FOUNDATION BOARD

Report for the PSMC Board Meeting on November 18, 2025

The Dr. Mary Fisher Medical Foundation which does business under the trade name Pagosa Springs Medical Center *Foundation* met on November 11, 2025. Present at the Foundation Board meeting were all three Foundation Board members (Rhonda Webb, MD, Erik Foss, and Ashley Wilson), staff from PSMC who support the Foundation's work (Manager of Foundation, the Controller and the CAO), and staff from DZA who are the current auditors of the Foundation's financials and prepare the 990 tax form for the Foundation.

As a charitable tax-exempt organization, the Foundation must annually file an IRS tax form 990. The 990 is not an income tax return but rather a public disclosure document about the organization's operations, finances and governance. DZA prepared the Foundation's 990 for 2024 and made a presentation to the Foundation Board regarding the same. The PSMC Board unanimously accepted the 990 for 2024.

PSMC BOARD FACILITIES COMMITTEE

Report for the PSMC Board Meeting on November 18, 2025

The Board's Facilities Committee (Vice-Chair Matt Mees, Dir. Gwen Taylor, at large member Kathee Douglas, the CEO, CAO, CNO and Director of IT/Facilities/Security) will meet on November 18, 2025, the same day as the Board meeting. A verbal report of the committee will be provided at the Board meeting.



PSMC STRATEGIC PLANNING COMMITTEE
Report for the PSMC Board Meeting on November 18, 2025

The Board's Strategic Planning Committee met on November 11, 2025 (present: Chair/Dir. Kate Alfred, Treasurer/Dir. Mark Floyd, at-large member Kathy Campbell as well as the CEO, CAO, CNO, EMS Chief, 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 held a discussion on (1) the status of a property located at 302 San Juan Street that was recently deeded to PSMC, and (2) the status of 911 dispatch services. Both topics will be discussed at the Board meeting.

BOARD FINANCE COMMITTEE

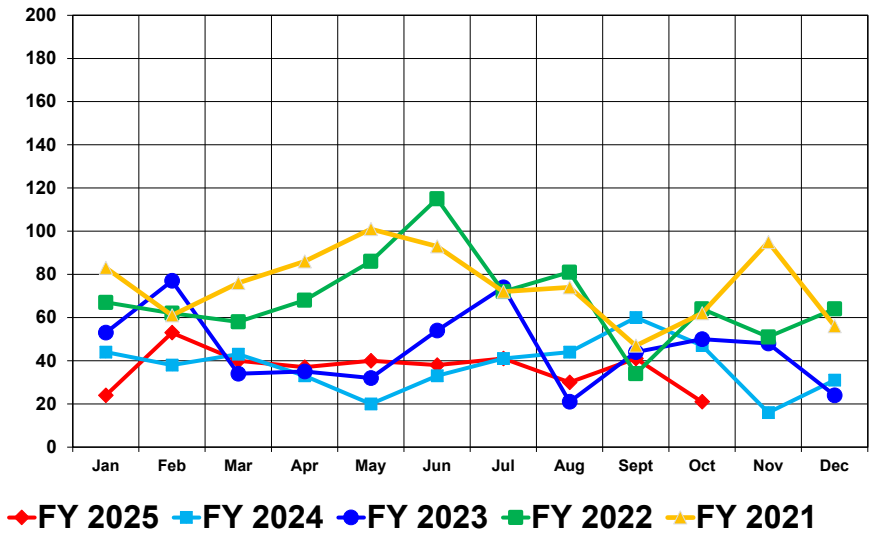
Report for the PSMC Board Meeting on November 18, 2025

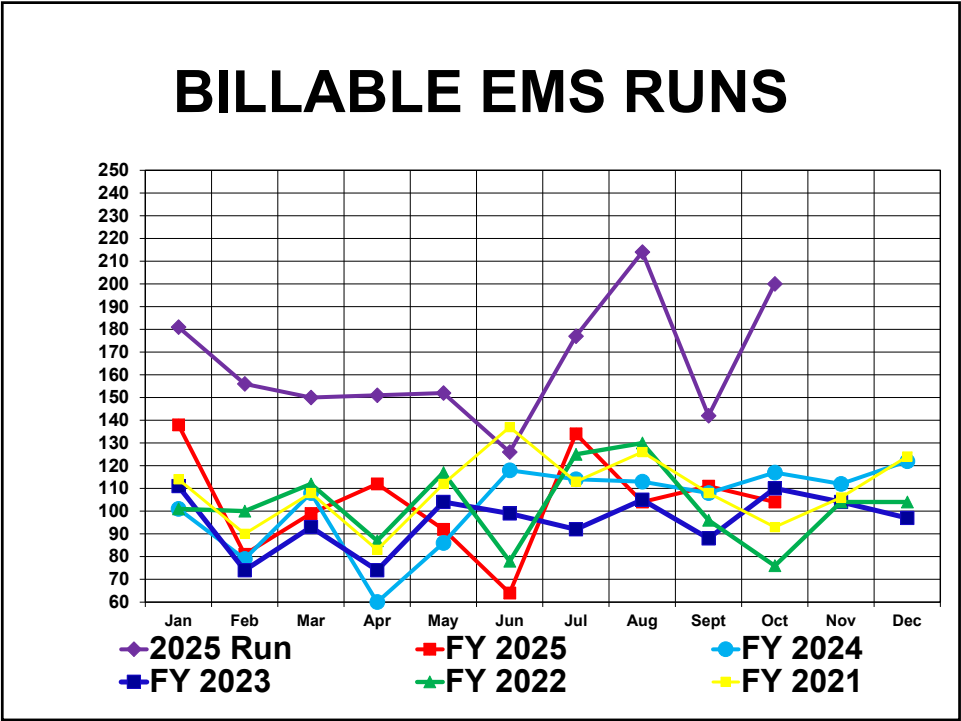
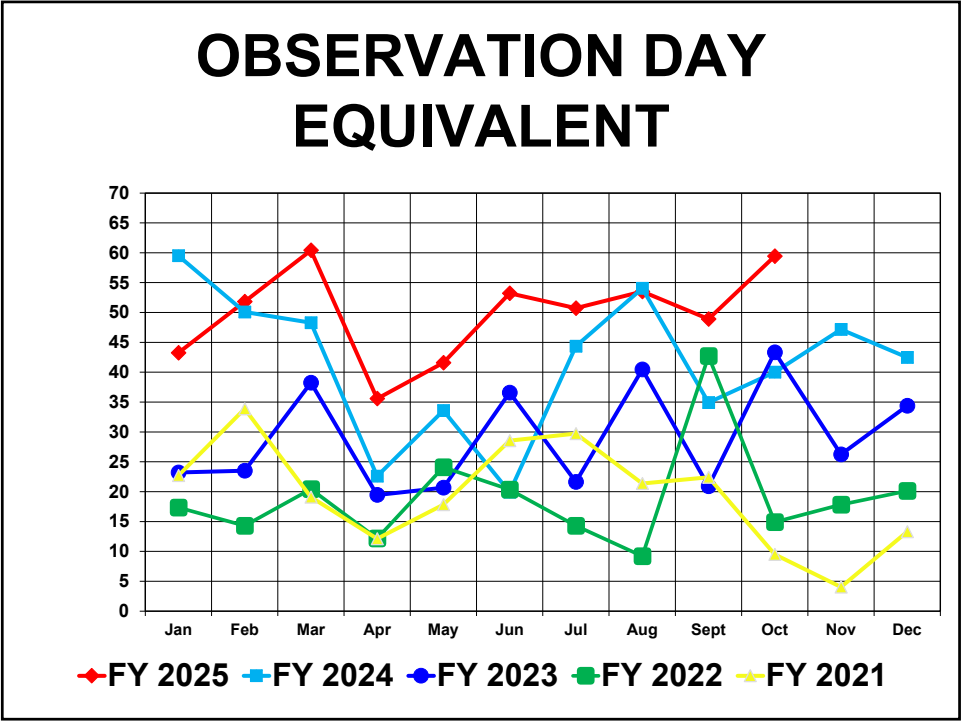
The Board's Finance Committee (Treasurer Mark Floyd, Dir. Wayne Hooper, at large members Dwight Peters and David Cepoi, the CEO, CAO, CNO, Controller and Director of Revenue Cycle) will meet at 5:00pm on Monday November 17, 2025. The report of the Board Finance Committee will be supplemented to the Board following the Finance Committee meeting.

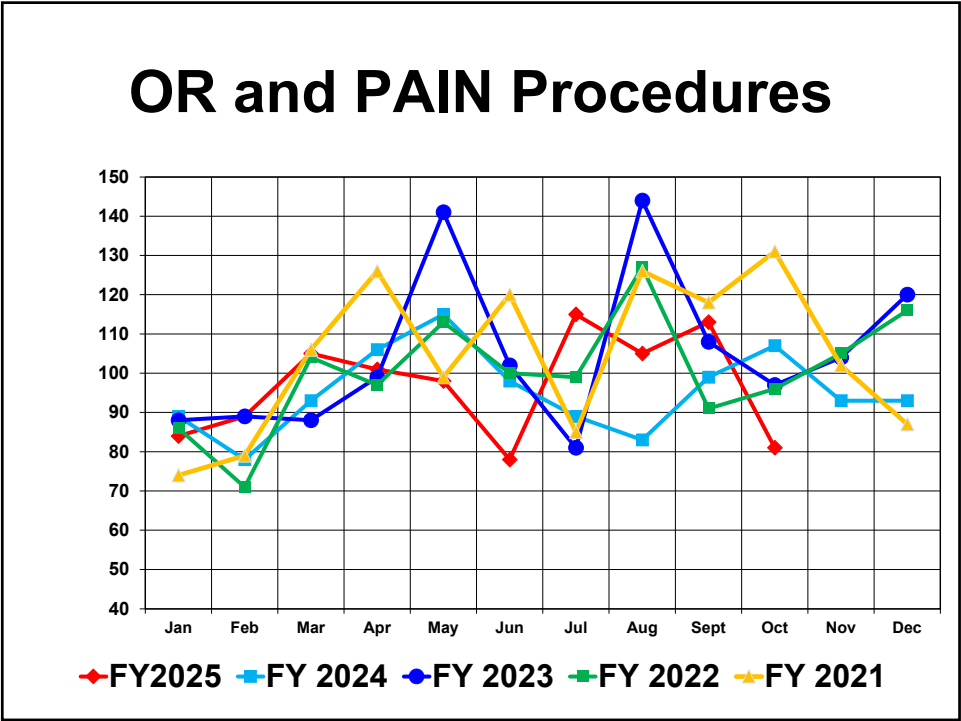
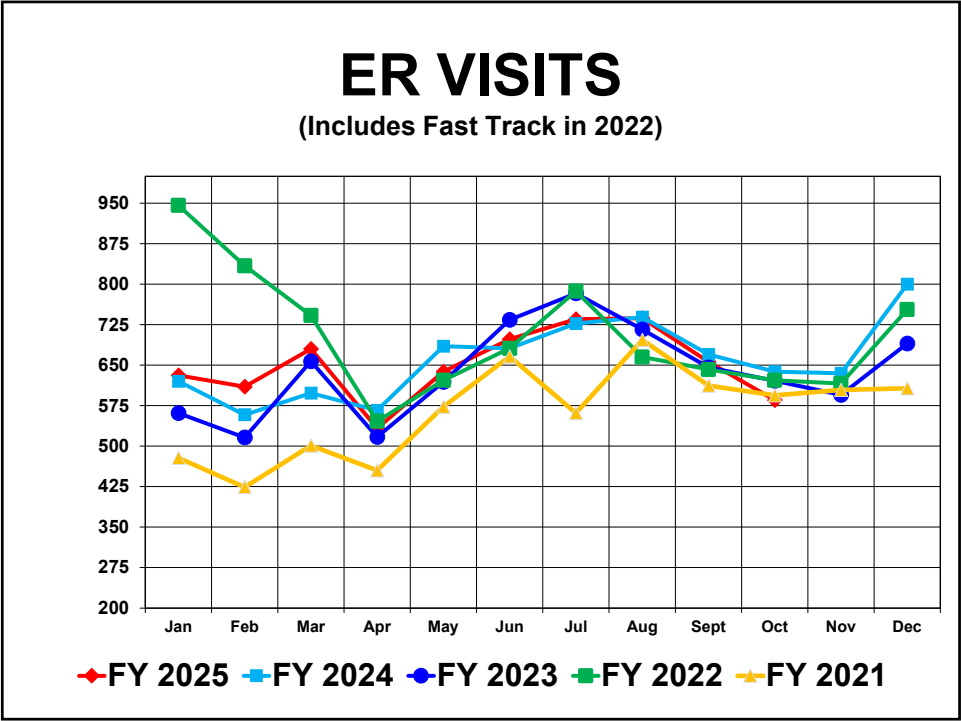


FINANCIAL PRESENTATION
YTD OCTOBER 2025

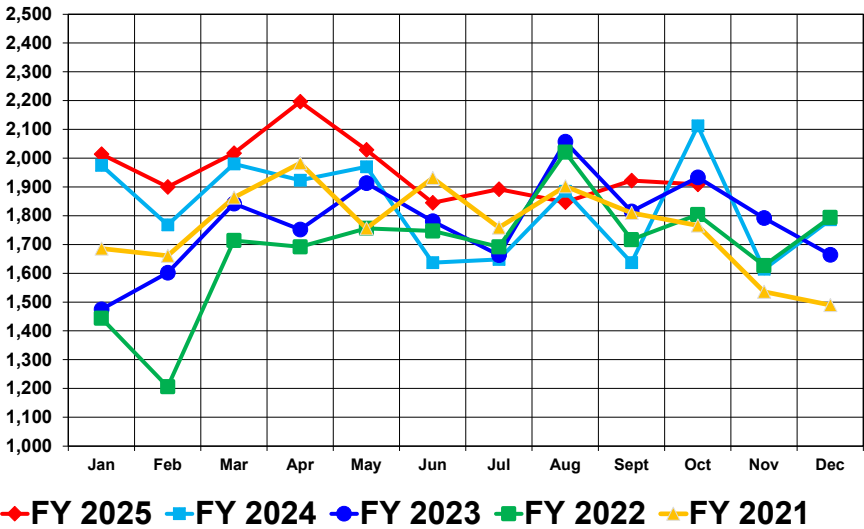
PATIENT DAYS



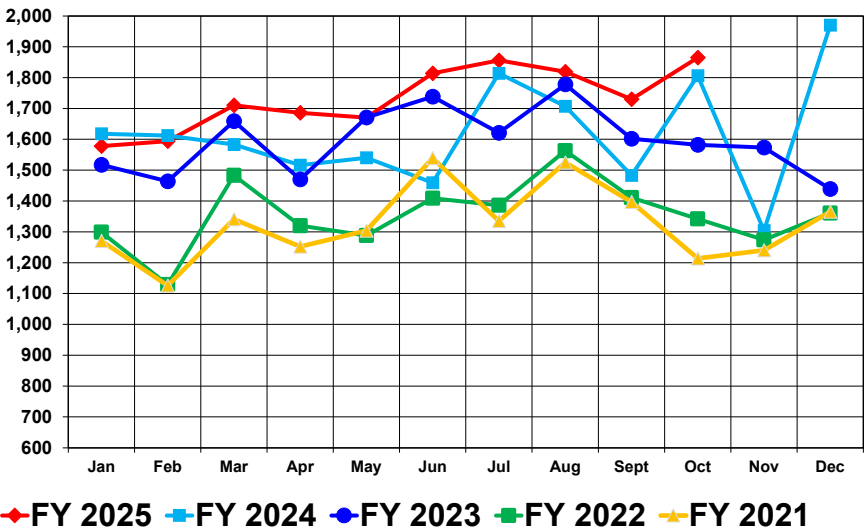




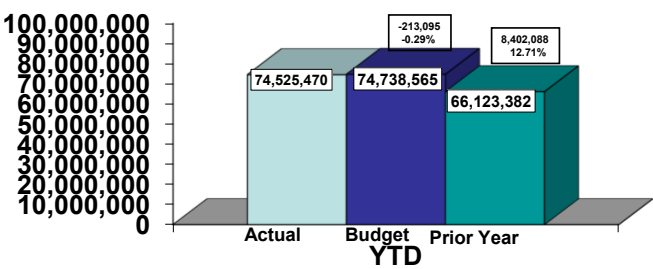
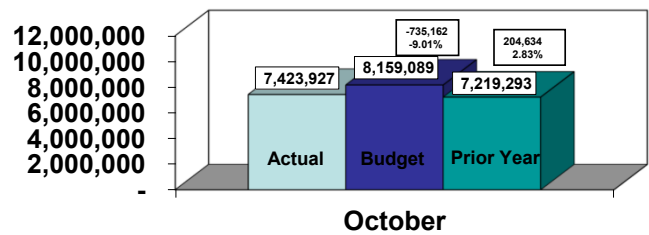
RURAL HEALTH CLINIC VISITS



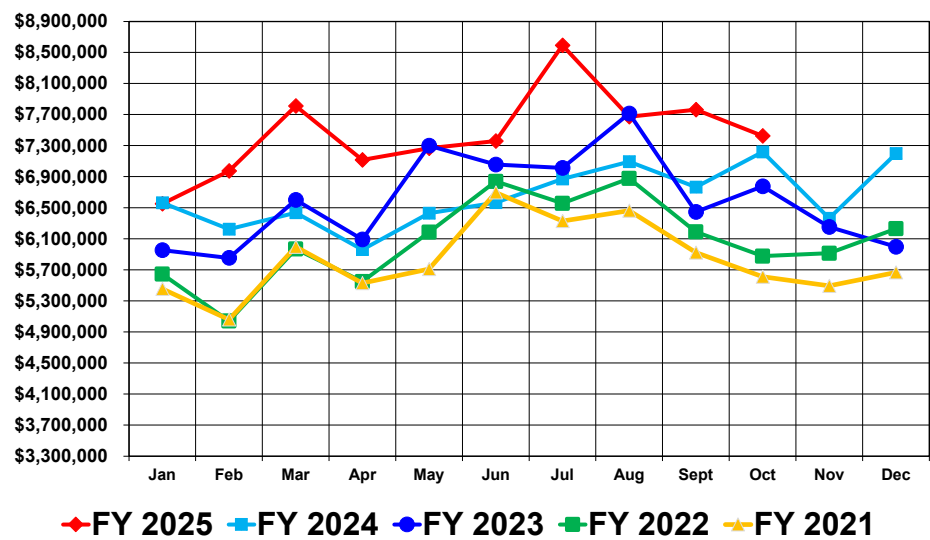
RADIOLOGY EXAMS

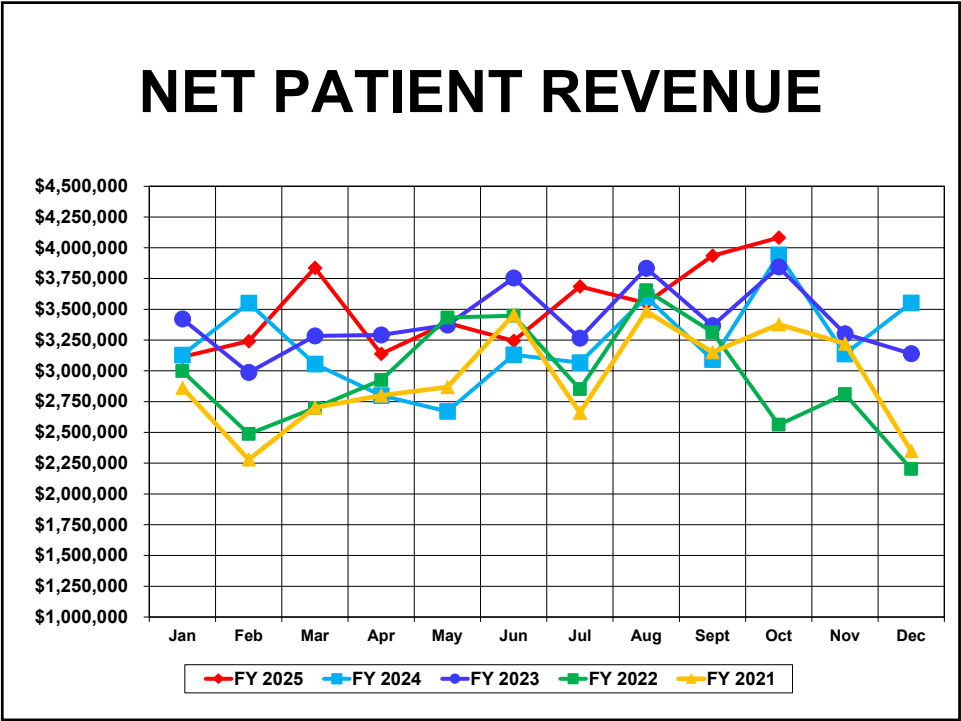
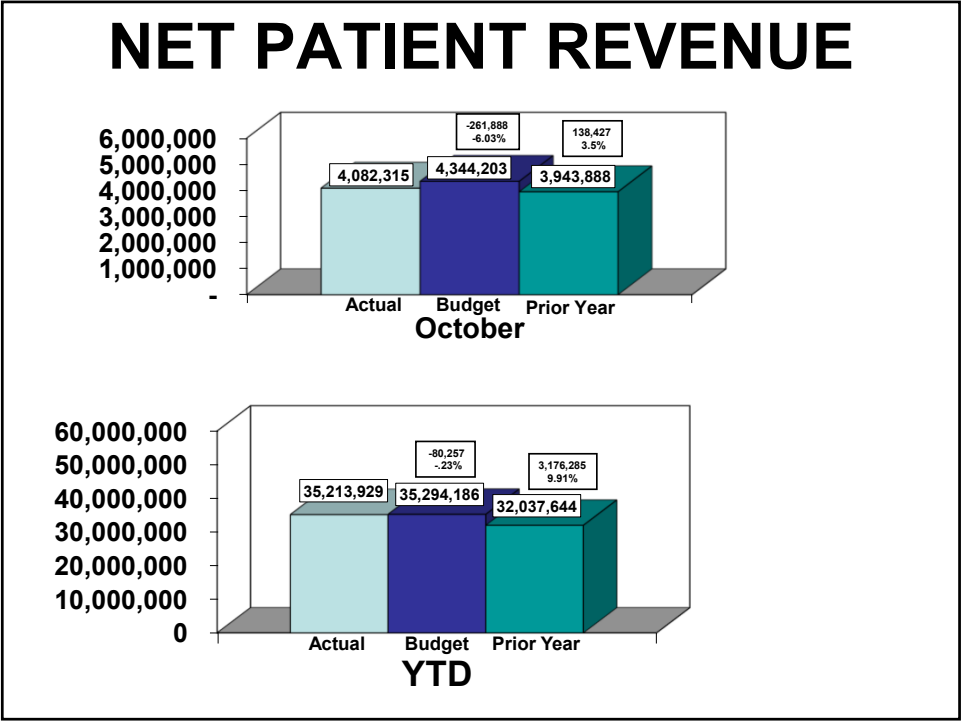


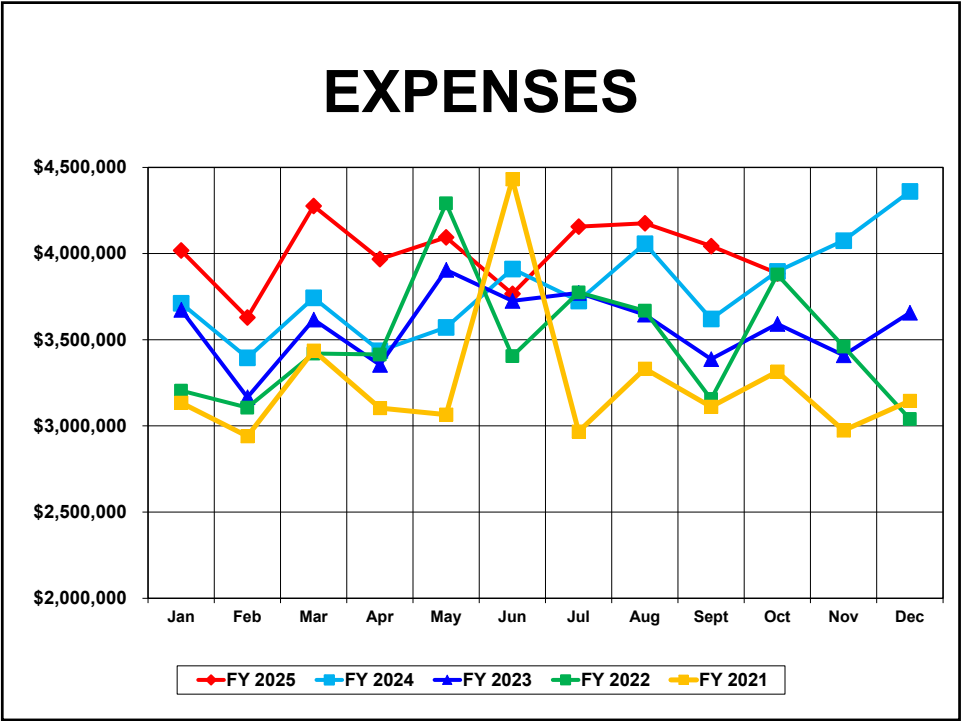
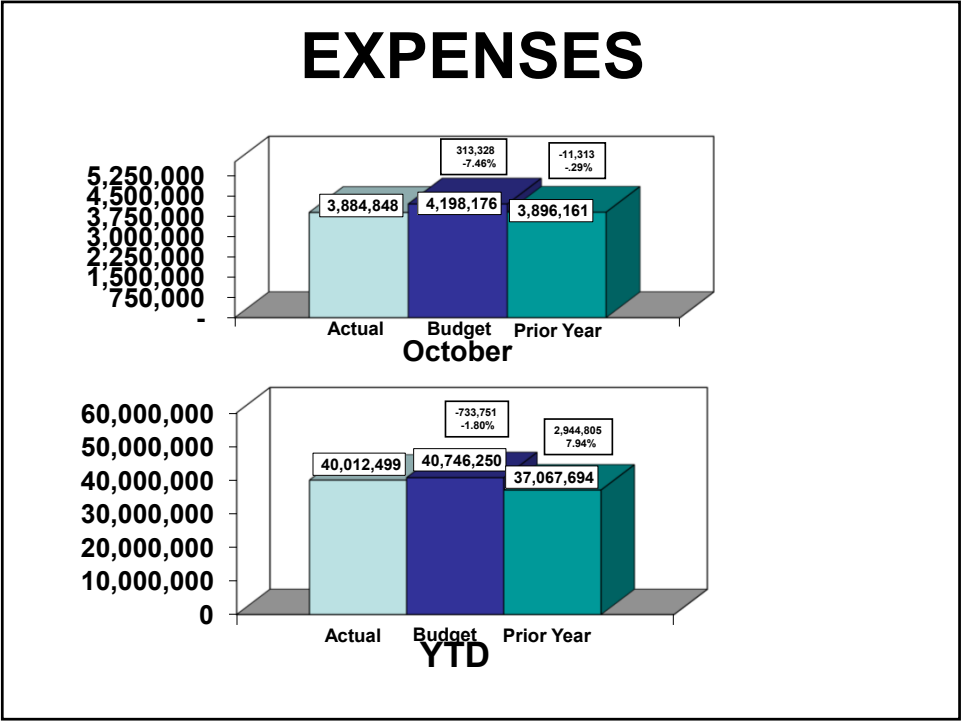
GROSS CHARGES

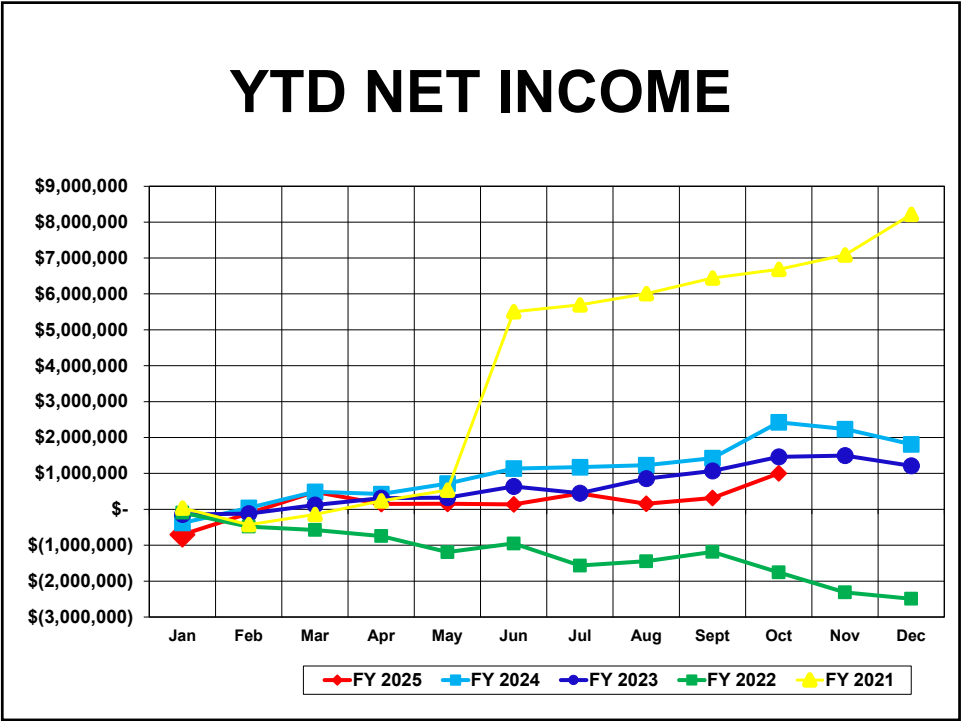
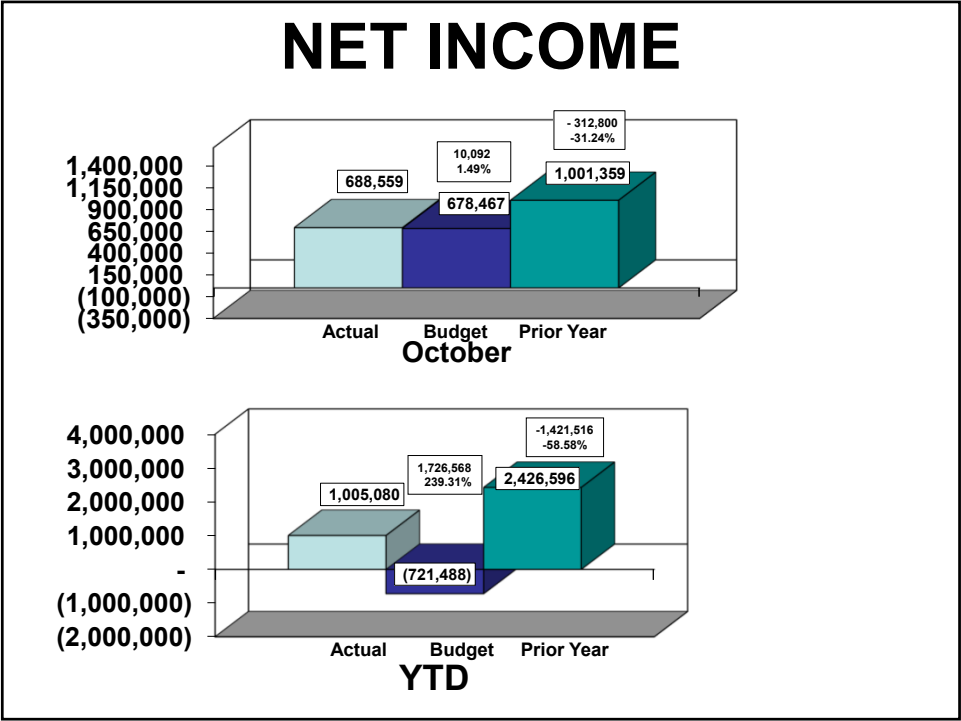


GROSS CHARGES





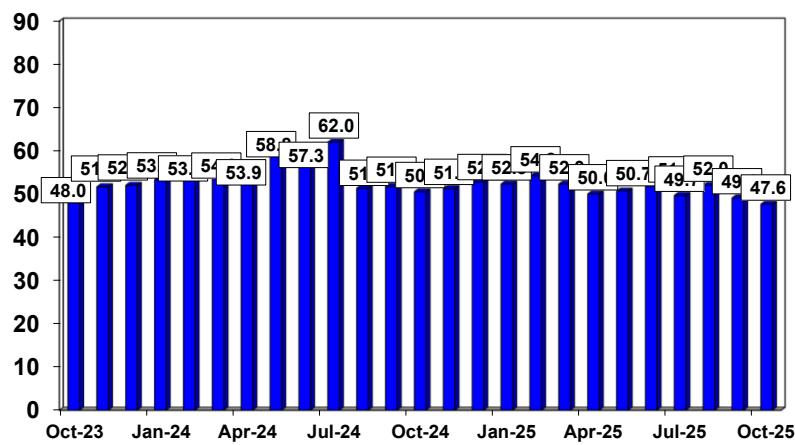




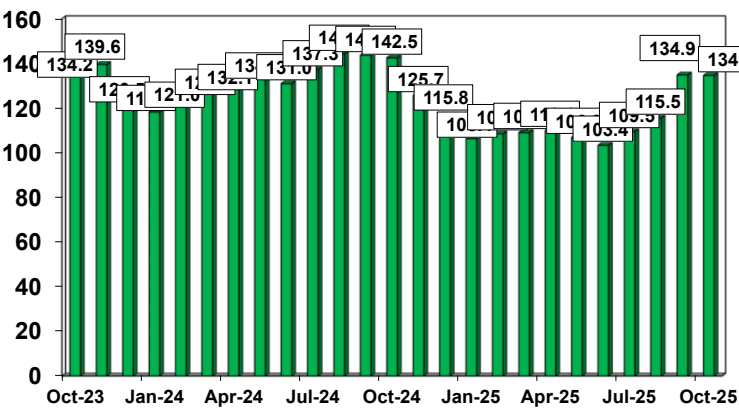
Summary of Financials

	September	October
Gross Charges	7,762,349	7,423,927
Net Revenue	3,935,020	4,082,315
Expenses	4,043,556	3,884,848
Grants, Misc and Tax Revenue	269,737	491,092
Grants and Misc	221,916	449,046
Tax Revenue	47,821	42,046
Net Income	161,201	668,559

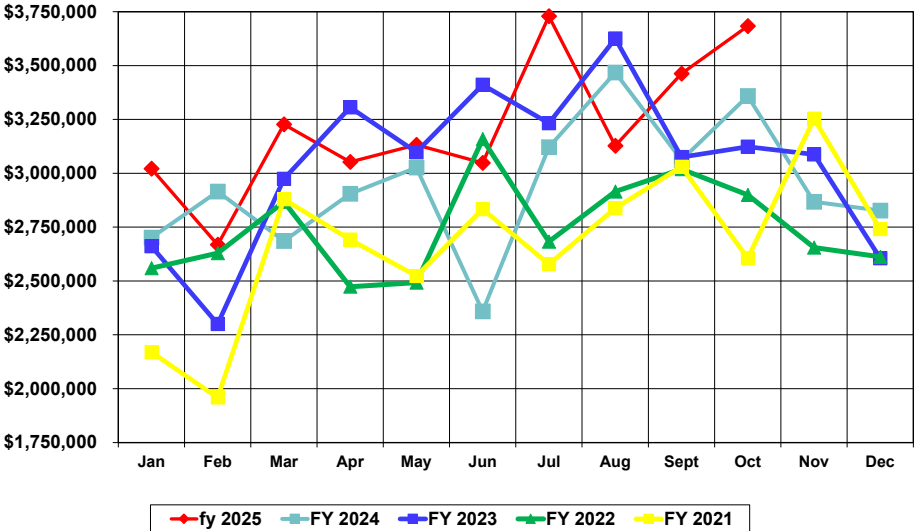
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Pagosa Springs Medical Center

Income Statement Comparison - - October 31, 2025

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		Current Month				Year-to-Date			
		2025	Budget	Difference	Variance	2025	Budget	Difference	Variance
Revenue									
7	Total In-patient Revenue	67,510	192,563	(125,053)	-65%	1,774,124	1,773,705	419	0%
17	Total Out-patient Revenue	6,871,875	7,235,844	(363,969)	-5%	67,168,338	66,006,184	1,162,154	2%
18	Professional Fees	484,542	730,682	(246,140)	-34%	5,583,008	6,958,676	(1,375,668)	-20%
19	Total Patient Charges	7,423,927	8,159,089	(735,162)	-9%	74,525,470	74,738,565	(213,095)	-0.29%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	3,636,605	3,840,006	(203,401)	-5%	39,377,363	39,950,375	(573,012)	-1%
22	Charity	79,086	41,650	37,436	90%	489,606	419,700	69,906	17%
23	Bad Debt	216,044	242,837	(26,793)	-11%	2,734,949	2,447,031	287,918	12%
24	Provider Fee & Other	(590,123)	(309,607)	(280,516)	91%	(3,290,377)	(3,372,727)	82,350	-2%
25	Total Revenue Deductions & Bad Debt	3,341,612	3,814,886	(473,274)	-12%	39,311,541	39,444,379	(132,838)	0%
26	Total Net Patient Revenue	4,082,315	4,344,203	(261,888)	-6%	35,213,929	35,294,186	(80,257)	-0.23%
27	Grants	26,956	98,899	(71,943)	-73%	618,694	401,087	217,607	54%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30	Other Operating Income - Misc	363,618	355,586	8,032	2%	1,613,456	1,442,092	171,364	12%
31	Total Net Revenues	4,472,889	4,798,688	(325,799)	-7%	37,446,079	37,137,365	308,714	1%
32	Operating Expenses								
33	Salary & Wages	1,878,335	2,148,648	(270,313)	-13%	19,544,389	21,079,019	(1,534,630)	-7%
34	Benefits	310,477	358,118	(47,641)	-13%	3,286,064	3,458,599	(172,535)	-5%
35	Professional Fees/Contract Labor	149,282	135,629	13,653	10%	1,725,866	1,321,054	404,812	31%
36	Purchased Services	218,518	179,028	39,490	22%	1,994,995	1,716,786	278,209	16%
37	Supplies	668,863	676,724	(7,861)	-1%	6,947,663	6,480,987	466,676	7%
38	Rent & Leases	29,207	15,769	13,438	85%	300,843	157,844	142,999	91%
39	Repairs & Maintenance	41,630	75,704	(34,074)	-45%	531,682	721,897	(190,215)	-26%
40	Utilities	37,284	41,282	(3,998)	-10%	389,106	393,333	(4,227)	-1%
41	Insurance	35,711	38,355	(2,644)	-7%	375,460	383,549	(8,089)	-2%
42	Depreciation & Amortization	250,524	228,732	21,792	10%	2,345,085	2,179,329	165,756	8%
43	Interest	103,879	108,820	(4,941)	-5%	1,049,669	1,060,087	(10,418)	-1%
44	Other	161,138	191,367	(30,229)	-16%	1,521,677	1,793,766	(272,089)	-15%
45	Total Operating Expenses	3,884,848	4,198,176	(313,328)	-7.46%	40,012,499	40,746,250	(733,751)	-1.80%
46	Operating Revenue Less Expenses	588,041	600,512	(12,471)	2%	(2,566,420)	(3,608,885)	1,042,465	29%
47	Non-Operating Income								
48	Interest Income	58,472	42,099	16,373	39%	516,923	538,369	(21,446)	-4%
49	Tax Revenue	42,046	35,856	6,190	17%	2,304,018	2,124,028	179,990	8%
50	Donations	-	-	-	0%	750,559	225,000	525,559	234%
51	Total Non-Operating Income	100,518	77,955	22,563	29%	3,571,500	2,887,397	684,103	24%
52	Total Revenue Less Total Expenses	\$ 688,559	\$ 678,467	\$ 10,092	1.49%	\$ 1,005,080	\$ (721,488)	\$ 1,726,568	239.31%

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 - - October 31, 2025

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		Current Month				Year-to-Date			
		2025	2024	Difference	Variance	2025	2024	Difference	Variance
Revenue									
2									
7	Total In-patient Revenue	67,510	164,239	(96,729)	-59%	1,774,124	1,512,289	261,835	17%
7	Out-patient Revenue								
17	Total Out-patient Revenue	6,871,875	6,462,715	409,160	6%	67,168,338	58,968,951	8,199,387	14%
18	Professional Fees	484,542	592,339	(107,797)	-18%	5,583,008	5,642,142	(59,134)	-1%
19	Total Patient Charges	7,423,927	7,219,293	204,634	3%	74,525,470	66,123,382	8,402,088	13%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	3,636,605	3,372,169	264,436	8%	39,377,363	35,101,471	4,275,892	12%
22	Charity	79,086	10,609	68,477	645%	489,606	258,877	230,729	89%
23	Bad Debt	216,044	216,436	(392)	0%	2,734,949	2,254,983	479,966	21%
24	Provider Fee & Other	(590,123)	(323,809)	(266,314)	82%	(3,290,377)	(3,529,593)	239,216	-7%
25	Total Revenue Deductions & Bad Debt	3,341,612	3,275,405	66,207	2%	39,311,541	34,085,738	5,225,803	15%
26	Total Net Patient Revenue	4,082,315	3,943,888	138,427	4%	35,213,929	32,037,644	3,176,285	10%
27	Grants	26,956	704,497	(677,541)	-96%	618,694	1,500,507	(881,813)	-59%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30	Other Operating Income - Misc	363,618	155,755	207,863	133%	1,613,456	1,990,407	(376,951)	-19%
31	Total Net Revenues	4,472,889	4,804,140	(331,251)	-7%	37,446,079	35,528,558	1,917,521	5%
32	Operating Expenses								
33	Salary & Wages	1,878,335	1,962,034	(83,699)	-4%	19,544,389	18,798,226	746,163	4%
34	Benefits	310,477	263,556	46,921	18%	3,286,064	2,603,903	682,161	26%
35	Professional Fees/Contract Labor	149,282	196,287	(47,005)	-24%	1,725,866	1,986,650	(260,784)	-13%
36	Purchased Services	218,518	203,525	14,993	7%	1,994,995	1,909,996	84,999	4%
37	Supplies	668,863	660,715	8,148	1%	6,947,663	5,721,164	1,226,499	21%
38	Rent & Leases	29,207	15,171	14,036	93%	300,843	140,845	159,998	114%
39	Repairs & Maintenance	41,630	63,462	(21,832)	-34%	531,682	590,470	(58,788)	-10%
40	Utilities	37,284	31,228	6,056	19%	389,106	377,768	11,338	3%
41	Insurance	35,711	35,401	310	1%	375,460	365,101	10,359	3%
42	Depreciation & Amortization	250,524	216,059	34,465	16%	2,345,085	2,151,625	193,460	9%
43	Interest	103,879	104,181	(302)	0%	1,049,669	1,062,718	(13,049)	-1%
44	Other	161,138	144,542	16,596	11%	1,521,677	1,359,228	162,449	12%
45	Total Operating Expenses	3,884,848	3,896,161	(11,313)	-0.3%	40,012,499	37,067,694	2,944,805	7.94%
46	Operating Revenue Less Expenses	588,041	907,979	(319,938)	-35%	(2,566,420)	(1,539,136)	(1,027,284)	-67%
47	Non-Operating Income								
48	Interest Income	58,472	60,672	(2,200)	-4%	516,923	635,704	(118,781)	-19%
49	Tax Revenue	42,046	32,708	9,338	29%	2,304,018	2,505,028	(201,010)	-8%
50	Donations	-	-	-		750,559	825,000	(74,441)	-9%
51	Total Non-Operating Income	100,518	93,380	7,138	8%	3,571,500	3,965,732	(394,232)	-10%
52	Total Revenue Less Total Expenses	\$ 688,559	\$ 1,001,359	\$ (312,800)	-31.24%	\$ 1,005,080	\$ 2,426,596	(1,421,516)	-58.58%

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 - - October 31, 2025

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 2,734,057	\$ 3,934,803	Accts Payable - System	\$ 998,718	\$ 1,198,925
COLO Trust	1,879,059	1,872,298	Accrued Expenses	660,745	633,142
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	2,240,456	2,493,188
Bond Funds - 2016 Bonds (UMB)	912	909	Wages & Benefits Payable	1,838,624	2,669,329
Bond Funds - 2021 (UMB)	6,528,281	6,481,783	Deferred Revenue	-	-
CSIP Investments	5,538,185	4,521,039	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	384,587	382,950
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 S Pagosa	130,000	130,000
Total Cash	17,559,225	17,689,563	Current Portion of LT Debt-2021	450,000	450,000
			Current Portion of LT Debt-2016	245,000	245,000
			Total Current Liabilities	6,948,130	8,202,534
Accounts Receivable			Long-Term Liabilities		
Patient Revenue - Net	3,539,004	3,997,800	Leases Payable - 75 S Pagosa	1,925,000	1,925,000
Other Receivables	452,002	405,039	GASB 87 and 96 Capital Leases	4,350,986	4,418,566
Total Accounts Receivable	3,991,006	4,402,839	Bond Premium (Net) - 2006 Def Outflows	154,591	155,703
Inventory	2,128,033	2,144,442	Bond Premium (Net) - 2016	104,505	104,930
			Bond Premium (Net) - 2021	579,793	583,764
Total Current Assets	23,678,264	24,236,844	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)	23,273,365	23,184,182	Total Long-Term Liabilities	22,009,875	22,082,963
GASB 87 & 96 Assets (Net)	3,990,506	4,030,502	Net Assets		
Work In Progress	600,487	724,018	Un-Restricted	22,820,268	22,820,268
Land	704,021	704,021	Current Year Net Income/Loss	1,005,080	316,521
Total Fixed Assets	28,568,379	28,642,723	Total Un-Restricted	23,825,348	23,136,789
Other Assets			Restricted	-	-
Prepays & Other Assets	536,710	542,719	Total Net Assets	23,825,348	23,136,789
Total Other Assets	536,710	542,719			
Total Assets	\$ 52,783,353	\$ 53,422,286	Total Liabilities & Net Assets	\$ 52,783,353	\$ 53,422,286

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

Pagosa Springs Medical Center

Monthly TrendsPage 4

		Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	YTD Total
Activity		31	30	31	31	28	31	31	31	30	31	31	30	31	305
2	In-Patient Admissions	17	12	14	19	19	13	13	15	20	19	13	19	10	160
3	In-Patient Days	47	16	31	24	29	40	37	40	38	41	30	41	21	341
4	Avg Stay Days (In-patients)	2.8	1.3	2.2	1.3	1.5	3.1	2.8	2.7	1.9	2.2	2.3	2.2	2.1	2.1
8	Average Daily Census	1.5	0.5	1.0	0.8	1.0	1.3	1.2	1.3	1.3	1.3	1.0	1.4	0.7	1.1
Statistics															
9	E/R visits	638	635	800	631	610	680	533	638	698	735	737	656	585	6,503
10	Observ Hours	960	1,132	1,019	1,038	1,244	1,450	854	998	1,277	1,217	1,284	1,174	1,426	11,962
11	Lab Tests	7,020	6,671	6,838	6,948	6,361	7,085	6,962	6,774	6,681	6,418	6,437	6,641	6,488	66,795
12	Radiology/CT/MRI Exams	1,806	1,304	1,970	1,578	1,594	1,710	1,686	1,670	1,814	1,856	1,819	1,730	1,865	17,322
14	OR Cases	107	93	93	84	89	105	101	98	78	115	105	113	81	969
15	Clinic Visits	2,112	1,614	1,786	2,014	1,900	2,017	2,196	2,029	1,845	1,892	1,847	1,922	1,909	19,571
16	Spec. Clinic Visits	51	50	54	57	60	39	59	63	61	36	62	81	131	649
17	Oncology Clinic Visits	86	93	104	112	96	102	112	91	107	119	112	94	94	1,039
18	Oncology/Infusion Patients	267	275	303	219	260	307	366	340	397	470	360	330	298	3,347
19	EMS Transports	117	112	122	138	81	99	112	92	64	134	104	111	104	1,039
20	Total Stats	13,164	11,979	13,089	12,830	12,295	13,594	12,981	12,793	13,022	12,992	12,867	12,852	12,981	129,196

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

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2025	October			October			October Prior Y-T-D			
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance
In-Patient										
Admissions:										
Acute	10	17	(7)	160	154	6	160	155	5	3%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	10	17	(7)	160	154	6	160	155	5	3%
Patient Days:										
Acute	21	42	(21)	341	384	(43)	341	403	(62)	-15%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	21	42	(21)	341	384	(43)	341	403	(62)	-15%
Average Daily Census:										
# Of Days	31	31		304	304		304	305		
Acute	0.7	1.4	(0.7)	1.1	1.3	(0.1)	1.1	1.3	(0.2)	-15%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	0.7	1.4	(0.7)	1.1	1.3	(0.1)	1.1	1.3	(0.2)	-15%
Length of Stay:										
Acute	2.1	2.5	(0.4)	2.1	2.5	(0.4)	2.1	2.6	(0.5)	-18%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.1	2.5	(0.4)	2.1	2.5	(0.4)	2.1	2.6	(0.5)	-18%
Out-Patient										
Out-Patient Visits										
E/R Visits	585	748	(163)	6,503	6,826	(323)	6,503	6,482	21	0%
Observ admissions	48	44	4	454	397	57	454	392	62	16%
Lab Tests	6,488	7,502	(1,014)	66,795	68,432	(1,637)	66,795	65,842	953	1%
Radiology/CT/MRI Exams/M	1,865	1,917	(52)	17,322	17,485	(163)	17,322	16,138	1,184	7%
OR Cases	81	159	(78)	969	1,451	(482)	969	981	(12)	-1%
Clinic Visits	1,909	2,492	(583)	19,571	22,734	(3,163)	19,571	18,535	1,036	6%
Spec. Clinic Visits	131	104	27	649	947	(298)	649	453	196	43%
Oncology Clinic Visits	94	109	(15)	1,039	991	48	1,039	1,053	(14)	-1%
Oncology/Infusion Patients	298	281	17	3,347	2,561	786	3,347	2,362	985	42%
EMS Transports	104	117	(13)	1,039	1,064	(25)	1,039	1,000	39	4%
Total	11,603	13,473	(1,870)	117,688	122,888	(5,200)	117,688	113,238	4,450	4%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of October 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	\$	3,617,968	\$ 405,806	\$ 109,154	\$ 51,252	\$ 43,838	\$ 118,774	\$ 215,479	\$ 4,562,271	39%		Page 6
3 Medicaid		334,099	160,704	78,159	34,402	23,276	30,042	227,060	887,742	8%		
4 Third Party		1,412,201	304,404	145,594	114,107	94,549	25,040	291,773	2,387,668	20%		
5 Self-Pay		358,472	329,914	406,927	359,407	388,435	271,101	1,882,405	3,996,661	34%		
Current Month Total		\$ 5,722,740	\$ 1,200,828	\$ 739,834	\$ 559,168	\$ 550,098	\$ 444,957	\$ 2,616,717	\$ 11,834,342	100%	506,303	
Pct of Total		48%	10%	6%	5%	5%	4%	22%	100%			
Sep-25	\$	6,123,193	\$ 1,328,841	\$ 820,844	\$ 688,288	\$ 640,583	\$ 318,682	\$ 2,899,140	\$ 12,819,571		156,271	
Pct of Total		48%	10%	6%	5%	5%	2%	23%	100%			
Aug-25	\$	6,272,646	\$ 1,806,115	\$ 845,162	\$ 730,191	\$ 378,195	\$ 476,017	\$ 2,845,054	\$ 13,353,380		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%			

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of October 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
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%		
Mar-24	\$	5,059,591	\$	1,408,458	\$	1,082,949	\$	715,465	\$	485,454	\$	352,812	\$	2,341,176	\$	11,445,905		305,544
Pct of Total		44%		12%		9%		6%		4%		3%		20%		100%		
Feb-24	\$	4,965,411	\$	1,409,644	\$	782,310	\$	607,945	\$	488,055	\$	355,262	\$	2,382,519	\$	10,991,146		407,438
Pct of Total		45%		13%		7%		6%		4%		3%		22%		100%		
Jan-24	\$	5,317,052	\$	1,163,491	\$	819,931	\$	591,365	\$	478,430	\$	436,820	\$	2,215,766	\$	11,022,855		367,168
Pct of Total		48%		11%		7%		5%		4%		4%		20%		100%		
Dec-23	\$	4,828,604	\$	1,238,153	\$	729,575	\$	604,342	\$	617,616	\$	525,914	\$	2,209,207	\$	10,753,411		202,845
Pct of Total		45%		12%		7%		6%		6%		5%		21%		100%		
Nov-23	\$	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-23	\$	5,276,718	\$	1,175,416	\$	781,816	\$	739,447	\$	494,084	\$	353,225	\$	2,101,803	\$	10,922,509		209,769
Pct of Total		49%		12%		8%		5%		4%		3%		19%		100%		
Sep-23	\$	5,357,429	\$	1,364,191	\$	829,226	\$	571,432	\$	437,907	\$	314,760	\$	2,112,322	\$	10,987,267		161,484
Pct of Total		49%		12%		8%		5%		4%		3%		19%		100%		Page 7
Aug-23	\$	5,791,813	\$	1,310,432	\$	705,237	\$	499,128	\$	347,251	\$	331,541	\$	2,188,265	\$	11,173,667		294,367
Pct of Total		52%		12%		6%		4%		3%		3%		20%		100%		
Jul-23	\$	5,195,855	\$	1,750,827	\$	922,811	\$	484,274	\$	416,696	\$	338,589	\$	1,881,363	\$	10,990,415		262,515
Pct of Total		47%		16%		8%		4%		4%		3%		17%		100%		
Jun-23	\$	5,512,522	\$	1,195,087	\$	537,000	\$	531,450	\$	583,696	\$	409,956	\$	2,213,524	\$	10,983,235		169,493
Pct of Total		50%		11%		5%		5%		5%		4%		20%		100%		

12	Pct Settled (Current)		80.4%	44.3%	31.9%	20.1%	30.5%	-721.1%
13	Pct Settled (Sept from Aug)		78.8%	54.6%	18.6%	12.3%	15.7%	-509.0%
14	Pct Settled (Aug from July)		70.6%	37.1%	6.8%	15.8%	18.8%	-391.8%
15	Pct Settled (July from June)		76.8%	45.0%	27.7%	8.5%	19.5%	-441.4%
16	Pct Settled (June from May)		74.2%	45.3%	27.3%	8.2%	24.9%	-498.6%

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

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REPORTS 4.a.vii.(a).

	Oct-25
Cash Flows from operating activities	
Change in net assets	688,559
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	250,524
Patient accounts receivable	458,796
Accounts payable and wages payable	(1,030,913)
Accrued liabilities	27,603
Pre-paid assets	6,009
Deferred revenues	-
Other receivables	(46,963)
Reserve for third party settlement	(252,732)
Inventory	16,409
Net Cash Provided by (used in) operating activities	117,292
Cash Flows from investing activities	
Purchase of property and equipment	(305,218)
Work in progress	123,531
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(181,687)
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	(65,943)
Net Cash Provided by (used in) financing activities	(65,943)
Net Increase(Decrease) in Cash	(130,338)
Cash Beginning of Month	17,689,563
Cash End of Month	17,559,225

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	\$3,200,512.00	\$3,462,166.58	\$261,654.58	108.18%	\$ 2,714,558.94	\$6,176,725.52
Oct-25	\$3,100,622.00	\$3,683,363.95	\$582,741.95	118.79%	\$ 147,982.84	\$3,831,346.79
Nov-25						
Dec-25						
	\$32,388,405.56	\$32,150,777.44	(\$237,628.12)	99.27%	\$ 5,506,174.90	\$37,656,952.34

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	\$ 7,650,219.00	\$ 7,762,349.00	\$ 112,130.00	101.47%
Oct-25	\$ 7,762,349.00	\$ 7,423,927.00	\$ (338,422.00)	95.64%
Nov-25				
Dec-25				
Totals	\$ 74,341,825.00	\$ 74,525,467.84	\$ 183,642.84	100.25%



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

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, CORINNE REED
November 18, 2025**

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
Revised Hospitalist Privilege Form	ATLS certification removed as a requirement for Hospitalists.

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
Kelly Cesary, ANP-BC	Initial Appointment	APP/Nurse Practitioner Oncology and Hematology	Oncology and Hematology
Susan Freeman, MD	Initial Appointment	Active/Oncology and Hematology	Medical Oncology
Corrinne Johnson, PA-C	Initial Appointment	APP/Physician Assistant Family Medicine	Family Medicine
Kenneth Allison, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
John Yody Aucoin, CRNA	Reappointment	APP/CRNA & CRNA Interventional Pain Management	Certified Registered Nurse Anesthetist & Nonsurgical Pain Management
William Bentley, MD	Reappointment	Courtesy/Neurology	Neurology
David Eisenhower, DO	Reappointment	Courtesy/Orthopedics	Orthopedic Surgery
Aashutosh Goswami, MD	Reappointment	Active/Hospitalist & Family Medicine	Hospitalist
William Jordan, DO	Reappointment	Active/Oncology and Hematology	Medical Oncology
Kourosh Kahkeshani, DO	Reappointment	Telemedicine/Teleneurology	Neurology
Jon Nielsen, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Lauren Sonderegger, MD	Reappointment	Courtesy/Hospitalist	Hospitalist
Alex Stuckey, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 18
 Courtesy: 19
 Telemedicine: 144
 Advanced Practice Providers & Behavioral Health Providers: 17
 Honorary: 2
 Total: 200

IV. REPORT ON MEDICAL STAFF ELECTION

In the fall of every odd year, the active Medical Staff accepts self-nominations for the Chief of Staff and Vice Chief of Staff and then holds an election if there is more than one nominee for either officer position. For the terms 1/1/2026 through 12/31/2027, Dr. Corinne Reed self-nominated to serve as Chief of Staff and Dr. Stephen Stewart self-nominated to serve as Vice Chief of Staff. There were no other nominations, so no election was held and Dr. Reed and Dr. Stewart's terms continue January 1, 2026. This is per the Medical Staff Bylaws, Section 8.2, an election will occur only if there is more than one nominee for an Elected Officer position.

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

**Formal Written Resolution 2025-16
November 18, 2025**

WHEREAS, the Board has discussed, in a duly noticed Executive Session, an extension of the existing employment agreement of PSMC’s Chief Executive Officer / Chief Medical Officer (“CEO/CMO”).

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT D/B/A PAGOSA SPRINGS MEDICAL CENTER HEREBY RESOLVES to authorize the Board Chair and Vice-Chair to negotiate with the CEO, an extension of her existing employment agreement.

ADOPTED and APPROVED by the Board of Directors this 18th day of November, 2025.

Kate Alfred, Chair of the Board of Directors

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

**Formal Written Resolution 2025-17
November 18, 2025**

WHEREAS, on October 16, 2025, the San Juan Rangers executed and recorded a Quitclaim Deed to the Pagosa Springs Medical Center conveying any interest it has to a surveyed description of 1.53 acres of property on San Juan Street, Pagosa Springs, CO.

WHEREAS, this property was initially conveyed in 1960 from the Town of Pagosa Springs to the Medical Center (a predecessor to the Upper San Juan Health Service District d/b/a Pagosa Springs Medical Center) and as a result of subsequent conveyances to the San Juan Rangers (and its predecessor the Colorado Mounted Rangers Troop F), the 1.53 acres are now known as:

- 350 San Juan Street (1.34 acres of land) titled in the name of the Town of Pagosa Springs (hereinafter “**350 San Juan**”); and
- 302 San Juan Street (0.19 acres of land) titled in the name of Pagosa Springs Medical Center (hereinafter “**302 San Juan**”).

WHEREAS certain historical conveyances and/or agreements have resulted in actual or potential issues that PSMC would like to remedy before it expends sums of money to renovate the building on 302 San Juan for the operation of an east-side EMS.

WHEREAS the PSMC Board is hearing this matter in advance of any opportunity for the same to be reported to Town Council so PSMC staff seek authority to negotiate, execute documents and/or take other actions to secure PSMC’s uninterrupted right of use of 302 San Juan.

WHEREAS the building at 302 San Juan needs renovation before PSMC EMS staff can safely and effectively work in the building for 24-hour shifts as an east-side EMS station, and as such, PSMC staff seek authority to pursue fundraising for such renovations.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT D/B/A PAGOSA SPRINGS MEDICAL CENTER HEREBY RESOLVES to (1) authorize PSMC’s CEO to negotiate, execute documents and/or take other actions to secure PSMC’s uninterrupted right of use of 302 San Juan; and (2) authorize the CEO and Foundation to fundraise for the renovation of the building on 302 San Juan in order to effectively and safely use said property for east-side EMS.

ADOPTED and APPROVED by the Board of Directors this 18th day of November, 2025.

Kate Alfred, Chair of the Board of Directors

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

**Formal Written Resolution 2025-18
November 18, 2025**

WHEREAS, Archuleta County (“County”), the Town of Pagosa Springs, Pagosa Fire Protection District, and the Upper San Juan Health Service District (dba Pagosa Springs Medical Center) (“PSMC”) (the four agencies are each a “User Agency”) entered, effective November 3, 2020, a *First Amended and Restated Intergovernmental Agreement For Consolidation of Emergency Communications* (the “IGA”) for the funding, operation, management and oversight of 911 emergency communication services for Archuleta County and portions of Hinsdale and Mineral counties south of the Continental Divide.

WHEREAS, the parties to the IGA all desire to achieve effective, reliable and efficient delivery of 911 dispatch services including, without limitation, to ensure the safety of all in an emergency, to provide accurate information to responding units, and to dispatch the appropriate resources to a caller’s concerns.

WHEREAS, the Dispatch Executive Management Board (“Dispatch Board”) identified ongoing challenges with delivering 911 dispatch services via the IGA including, without limitation, the following:

1. The Dispatch Board is intended to govern; however, to assure proper services, the Dispatch Board has been involved in operational management;
2. Four User Agencies manage the dispatch services but only one party is the employer;
3. Four User Agencies hire, coach, and manage the Dispatch Director which presents challenges especially with turnover;
4. Four User Agencies have their own staff changes and this, together with the IGA structure, results in poor institutional knowledge; and
5. There are certain financial oversight challenges including the lack of focus on long-term and strategic plans for things like capital; the User Agencies budget process can be delayed waiting for Dispatch funding needs; and the members of the Dispatch Board do not all philosophically agree on the funding formula.

WHEREAS, in an effort to address some of the challenges, in the fall of 2024, the Dispatch Board aligned dispatch operations with the Archuleta County’s Sheriff’s Office (“ACSO”); the alignment resulted in immediate improvements to dispatch operations;

WHEREAS, at the Dispatch Board meeting on June 5, 2025, the Dispatch Board passed a resolution recommending all of the following:

1. Each User Agency inform its governing body of the challenges with the IGA (PSMC staff presented a power point of information to the PSMC Board at its Board meeting on June 24, 2025);
2. The User Agencies work collaboratively and timely to develop: (a) a plan for the ACSO to

provide dispatch services and the other User Agencies to purchase the dispatch services from the ACSO, (b) a form agreement for the ACSO to provide 911 Dispatch Services to the other User Agencies and budget formula for the same; (c) an agreement regarding capital equipment for dispatch services; and

3. The User Agencies not terminate the IGA and continue to operate as usual until the recommendations above are accomplished.

WHEREAS, Article X of the IGA states the following regarding termination of the IGA:

- A party (not the Dispatch Executive Management Board) provides its notice of termination;
- Upon termination of three of the parties: (1) the dispatch real property space remains the property of the County; (2) personal property (equipment, furniture, phones, computers) is allocated proportionately to the User Agencies; and (3) surplus funds (unrestricted fund balance, surplus agency contributions) are proportionately allocated to the User Agencies.

WHEREAS, the User Agencies have worked together to address the recommendations as follows:

- Dispatch Capital Equipment: The existing dispatch capital equipment is at or near end of life, and consequently, a majority of the voting members of the Dispatch Board recently voted, on September 18, 2025, to use Four Hundred Sixty Thousand Dollars (\$460,000.00) of the User Agencies' fund balance for the purchase of new dispatch capital equipment. In order for the ACSO to retain all of this equipment to provide the dispatch services, each IGA User Agency needs to waive the IGA termination provision requiring all capital equipment to be proportionately allocated to the User Agencies.
- Fund Balance: In accordance with the termination provisions of the IGA, the fund balance at the end of the day on December 31, 2025 (subject to audit of the same), less reserves to pay the approved use of \$460,000.00 to purchase dispatch capital equipment, shall be allocated proportionately and promptly paid to the User Agencies (current allocations are: County 50%, Town 36%, Fire 5% and PSMC 9%). The amount of the fund balance to be allocated will be determined in 2026, but for context and per the 2024 County audit, as of January 1, 2025, dispatch had a fund balance of Nine Hundred Twenty-One Thousand Two Hundred Forty-Four Dollars (\$921,244.00) resulting from proportionate contributions of the User Agencies.
- User Agency Agreement To Purchase Dispatch Services From The ACSO: PSMC and the ACSO/County have exchanged revisions to a form agreement for purchased services starting January 1, 2026; the parties anticipate finalizing the agreement by the end of November.

WHEREAS, PSMC staff recommend the Board terminate the IGA effective end of the day on December 31, 2025, effective when and only when, all the following are accomplished: (a) the County and PSMC have negotiated and executed an agreement for 911 Dispatch Services starting January 1, 2026; (b) the County agrees to provide, by February 28, 2026, each User Agency with a statement of the 2025 year-end dispatch fund balance together with payment to the User Agency of its allocated share (which report/payment shall be subject to subsequent adjustment as a result of the County's finalized audit); (c) waiver of the IGA termination provision requiring all capital equipment to be proportionately allocated to the User Agencies at termination; and (d) waiver of the IGA termination provision requiring at least ninety (90) days notice to terminate.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT D/B/A PAGOSA SPRINGS MEDICAL CENTER HEREBY RESOLVES and hereby authorizes PSMC's Chief Executive Officer to terminate the IGA as to the Upper San Juan Health Service District effective end of the day on December 31, 2025, *when and only when*, all the following are accomplished: (a) the County and PSMC have negotiated and executed an agreement for 911 Dispatch Services starting January 1, 2026; (b) the County agrees to provide, by February 28, 2026, each User Agency with a statement of the 2025 year-end dispatch fund balance together with payment to the User Agency of its allocated share (which report/payment shall be subject to subsequent adjustment as a result of the County's finalized audit); (c) waiver of the IGA termination provision requiring all capital equipment to be proportionately allocated to the User Agencies at termination; and (d) waiver of the IGA termination provision requiring at least ninety (90) days notice to terminate.

ADOPTED and APPROVED by the Board of Directors this 18th day of November, 2025.

Kate Alfred, Chair of the Board of Directors



MINUTES OF REGULAR BOARD MEETING
Tuesday, October 28, 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 October 28, 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, Director Ashley Wilson

Board members present via Teams: none

Board members present via telephone: none

1) CALL TO ORDER

- a) Call for quorum: Chair Alfred called the meeting to order at 5:02 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: Treasurer 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** Physical Therapy and Occupational Therapy by Jen Cole, Director of Ancillary Services and Informatics and Sara Lowe, Manager of Medical Wellness Services and team presented a power point presentation that highlighted PSMC’s Physical and Occupational Therapy Services which help patients regain strength, mobility, and independence through personalized treatment plans designed to restore function and improve quality of life.

4) REPORTS

a) Oral Reports

i) Chair Report

- We are pleased to announce that community representatives have joined two of our committees to further strengthen collaboration and insight. David Cepoi will serve on the Finance Committee and Kathy Campbell will join the Strategic Planning Committee.

ii) CEO Report

CEO Webb advised the following update:

- CEO Webb addressed some false rumors in the community and confirmed that PSMC is not being acquired by CommonSpirit – it remains the intent of the Board and

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

leadership to remain independent. Mercy Cardiology does visit to PSMC twice monthly as part of an ongoing partnership to expand specialty care access for the community.

- PSMC is pleased to announce the expansion of our pulmonary service line to include Endobronchial Ultrasound (EBUS), enhancing our ability to provide advanced, minimally invasive diagnostic care for patients with lung conditions.
- Our team visited La Clinica in Tierra Amarilla, NM and Indian Health Services in Dulce, NM to strengthen partnerships and increase awareness of the comprehensive healthcare services available at PSMC.
- The sterile processing department renovation will be discussed in the Facilities Report, but we want to take a moment to recognize and commend the Facilities team, OR team, David Ball and NUNN Construction for their exceptional work and dedication throughout the project.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

- No Report

v) Facilities Committee

The Facilities Committee met on October 21, 2025. Vice Chair Mathew Mees summarized the written report in the Board Packet highlighting key updates on the Sterile Processing Department renovation. Questions asked and answered.

vi) Strategic Planning Committee Report

The Strategic Planning Committee met on October 21, 2025. CAO Bruzzese summarized the written report in the Board Packet highlighting key updates on the 2024-2028 Strategic Plan, as well as TABOR and the potential tax override issues for 2026 which will include a presentation at an upcoming meeting. Questions asked and answered

vii) Finance Committee Report

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

b) Written Reports

- No Report

5) EXECUTIVE SESSION

- No Report

6) DECISION AGENDA CFO Chelle Keplinger presented to the Board the 2026 Budget (follow-up to the 10/09/2025 public hearing and presentation of the same. After questions were asked and answered, the Board approved the budget resolutions as presented:

a) Consideration of Resolution 2025-13 – to adopt the budget for 2026.

- i) Director Wayne Hooper motioned to approved Resolution 2025-13 regarding the adoption of the budget for 2026. The motion was seconded by Treasurer Mark Floyd and the Board members present unanimously approved.

b) Consideration of Resolution 2025-14 - to appropriate sums of money

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

- i) Treasurer Mark Floyd motioned to approve Resolution 2025-14 regarding appropriate sums of money. The motion was seconded by Director Gwen Taylor and the Board Members present unanimously approved.
- c. Consideration of Resolution 2025-15 – to set mill levies
 - i) Director Erik Foss motioned to approve Resolution 2025-15 regarding setting mill levies. The motion was seconded by Director Gwen Taylor and the Board Members present unanimously approved.

7) CONSENT AGENDA

Treasurer Mark Floyd motioned to approve the consent agenda (approval of Board member absences, approval of the regular meeting minutes of 10/28/2025. The motion was seconded by Director Wayne Hooper, and the Board approved said consent agenda items. Chair Kate Alfred and Director Gwen Taylor abstained from the vote regarding the minutes as they were not present at the October 9, 2025, meeting.

8) OTHER BUSINESS

- Director Wayne Hooper requested an update on the San Juan Street building. CEO Webb reported that access to the facility remains restricted due to flooding. A site visit is scheduled for Thursday, October 30, 2025, and the matter will be reviewed by the Strategic Planning Committee once conditions allow. Discussion has been postponed until the next Strategic Planning meeting.
- Next Board Meeting, November 18, 2025, at 5:00 pm.

9) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 6:15 p.m. MDT.

Respectfully submitted by:

Antoinette Martinez, serving as Clerk to the Board