



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

**Tuesday, May 12, 2026, 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: 214 642 159 533 32

Passcode: M8yR6fg6

## 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** *None*

### 4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
  - i) Chair Report Chair Kate Alfred
  - ii) CEO Report Dr. Rhonda Webb
  - iii) ~~Executive Committee~~ ~~Chair Alfred, Vice Chair Mees~~
  - iv) ~~Foundation Board~~ ~~Dir. Foss, Dir. Wilson, and CEO Webb~~
  - v) **Facilities Committee** Vice Chair Mees, Dir. Taylor, CAO Bruzzese
  - vi) **Strategic Planning Committee** Chair Alfred, Treas. Floyd, CEO Webb
  - vii) Finance Committee Report Treas. Floyd, Dir. Hooper, CFO Keplinger

(a) **April 2026 Financials**

- b) **Written Reports** (*no oral report unless the Board has questions*)
  - i) Medical Staff Report Chief of Staff, Dr. Corinne Reed

**5) DECISION AGENDA**

- a) None.

**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 05/12/2026
- b) Approval of Minutes for the following meeting(s):
  - i) [Regular meeting of 04/28/2026](#)
- 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**

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, June 23, 2026, at 5:00 p.m. MT



**PSMC BOARD FACILITIES COMMITTEE**  
Report for the PSMC Board Meeting on May 12, 2026

The Board's Facilities Committee met on May 7, 2026 with the following committee members present: Vice Chair Matt Mees, Director Gwen Taylor, At-Large Member Kathee Douglas, the CAO, the Director of IT/Facilities/Security, the Director of EMS/EVS/Liaison, the Manager of Community Relations, the Director of Nursing, the Director of Compliance/Quality. The report below summarizes discussions of the Committee.

1. **PRESENTATION AND DISCUSSION:** The committee received an extensive presentation on existing emergency power, gaps in emergency power coverage in the hospital and EMS facilities, and gaps that would result from outages lasting multiple days. Staff presented that addressing emergency power is a significant need and priority and the committee agreed. Staff's immediate next steps include hiring a consultant to evaluate and advise on additional emergency power for radiology and EMS.
2. **REPORT OF CONSTRUCTION PROJECTS:**
  - a) **302 San Juan St. – East Side EMS**
    - (1) Waiting for construction documents (mechanical, electrical and plumbing drawings not complete); thereafter will issue an RFP for bids.
    - (2) DOLA awarded PSMC a grant of \$100,000 toward the renovation.
  - b) **CORE Building Remodel:**
    - (1) Waiting for construction documents (mechanical, electrical and plumbing drawings not complete); thereafter will issue an RFP for bids.
  - c) **ED Safety and Efficiency Remodel**
    - (1) 2/10/26 – Site visit with Houston Construction and Davis Architects.
    - (2) 4/13/26 Kick-off meeting with Houston and Davis.
    - (3) 4/30/26 Design meeting – still working on conceptual design phase
  - d) **Clinic Remodel of Accounting Space**
    - (1) 4/21/26 - Kick-off meeting with Nunn.
    - (2) 5/4/26 – Design meeting with RTA Architects and agreed on conceptual design (2 clinic rooms, 2 doctor dictation rooms, storage room and an additional MA space, if needed. Permitting needs being evaluated by RTA.
  - e) **Campus Monument Sign**
    - (1) Requested designs from Brad Ash.
3. **Future Committee Meetings:** Focus on long-term planning needs.
  - a)



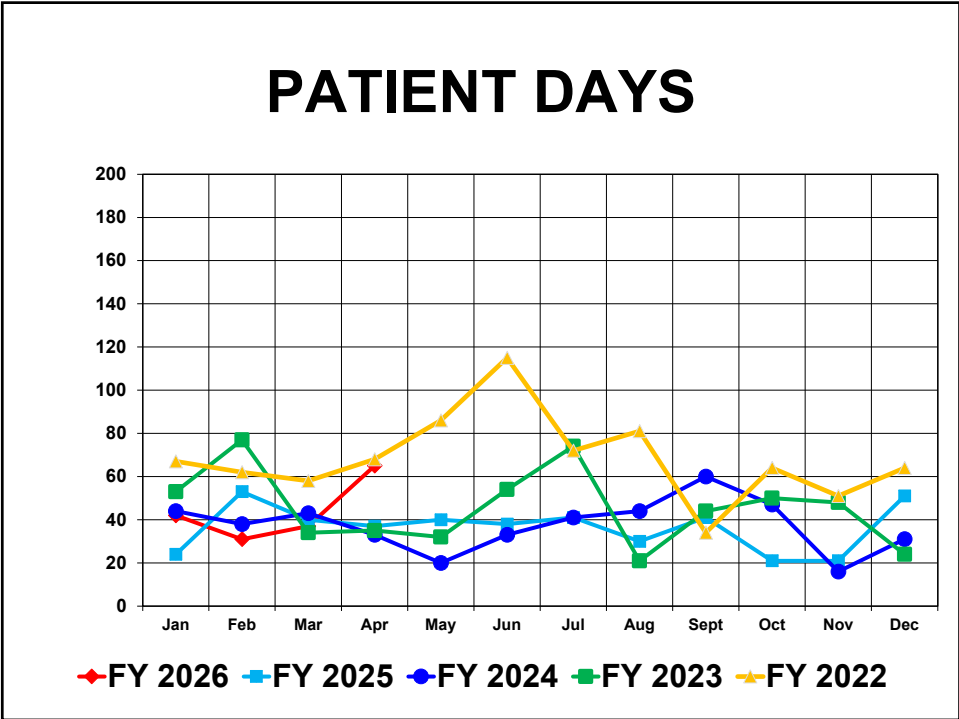
**PSMC STRATEGIC PLANNING COMMITTEE**  
Report for the PSMC Board Meeting on May 12, 2026

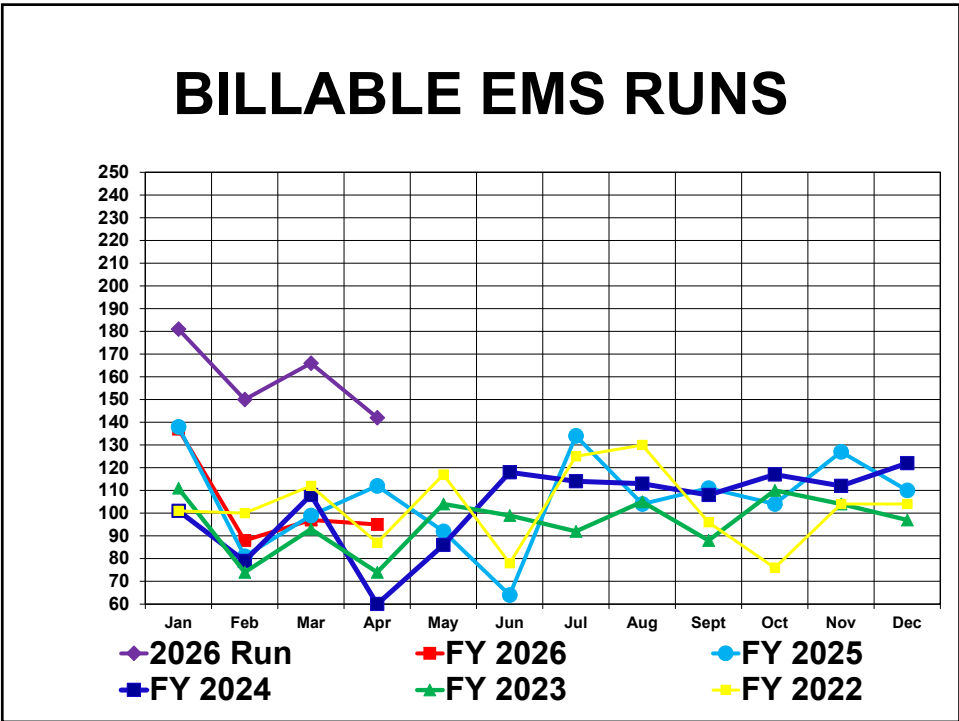
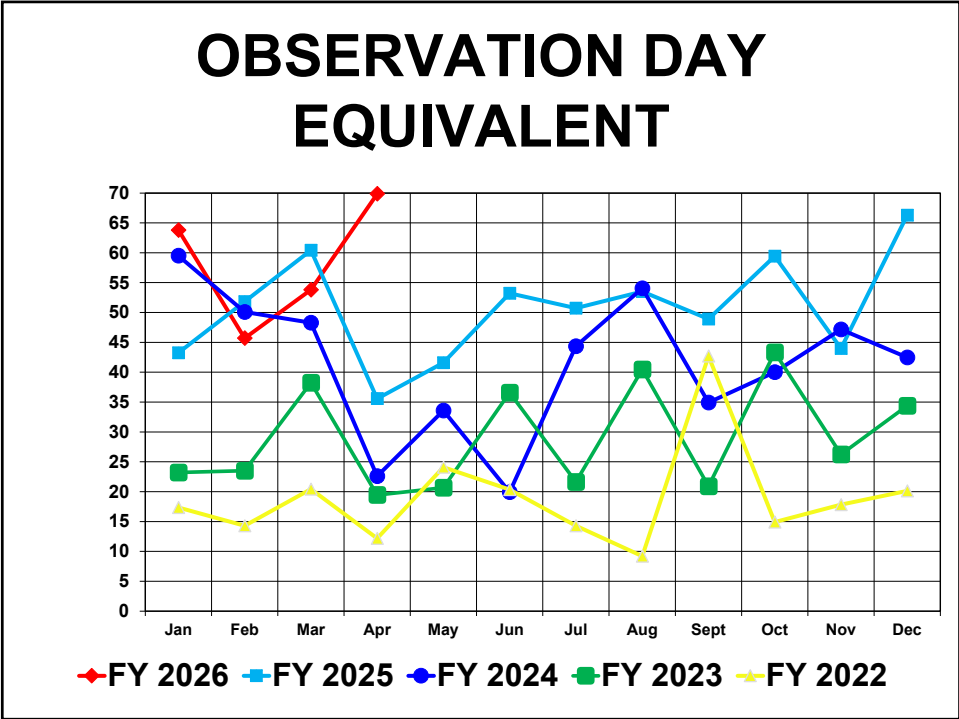
The Board's Strategic Planning Committee met on May 8, 2026 (present: Chair/Dir. Kate Alfred, Treasurer/Dir. Mark Floyd, at-large member Kathy Campbell as well as the CAO, Manager of Community Relations, Director of EMS/EVS/Liaison, Controller, Director of Nursing, Director of IT/Facilities/Life Safety). The report below summarizes discussions and comments or questions of the Committee.

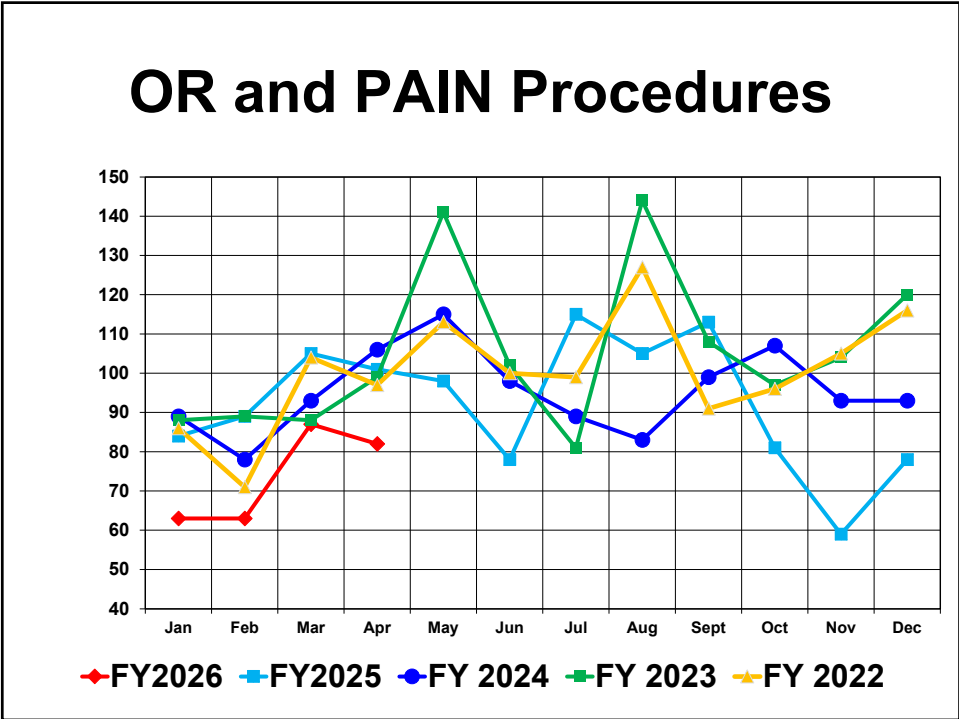
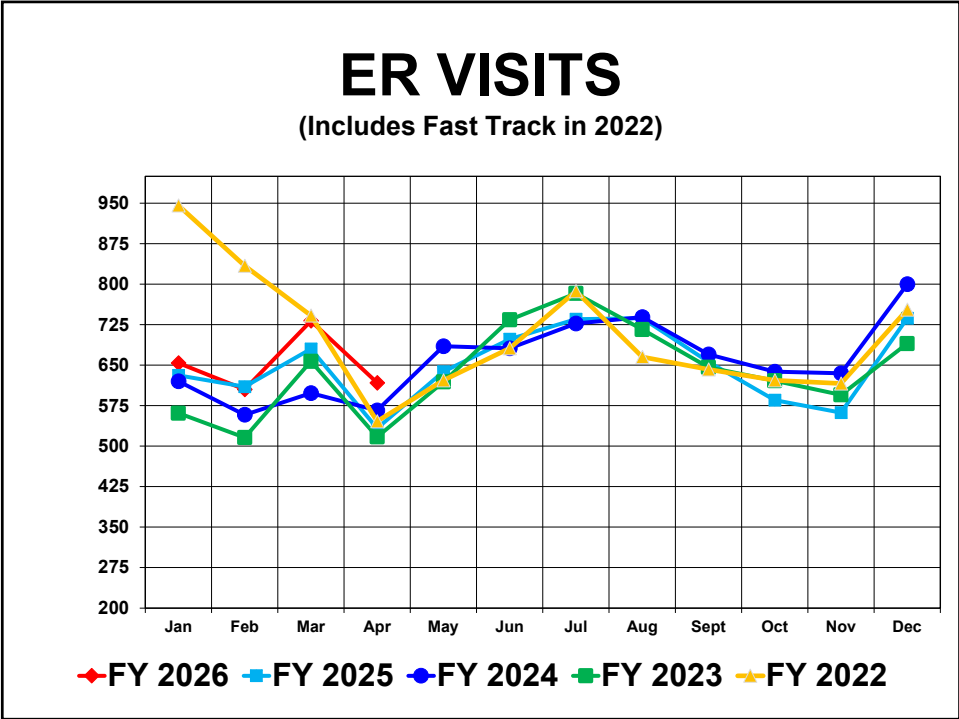
- 1) The Board Strategic Planning Committee received a presentation and held discussions about the New Bridge Strategy research question data as well as possible ballot questions for consideration by the Board in the summer of 2026.
- 2) **Other topics**
  - a) N/A
- 3) **Adjourn**

  
**PAGOSA SPRINGS**  
**Medical Center**  
First-Class Care *Close to Home*

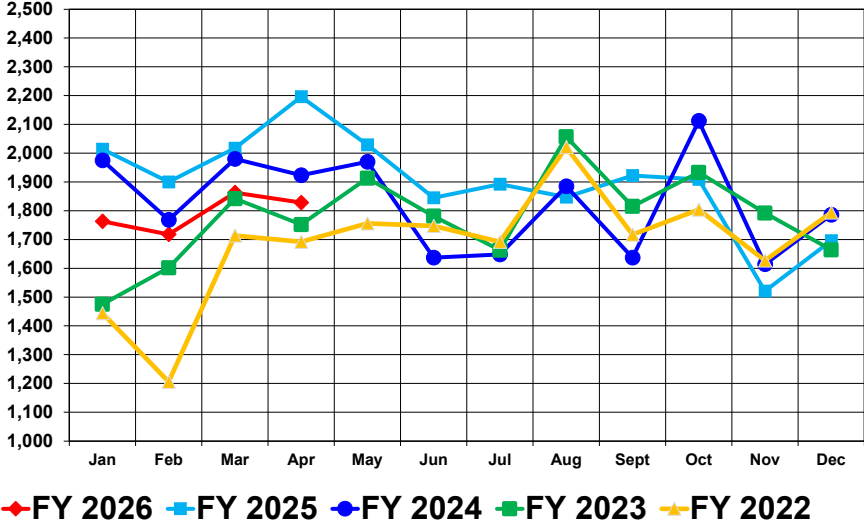
**FINANCIAL PRESENTATION**  
**YTD APRIL 2026**



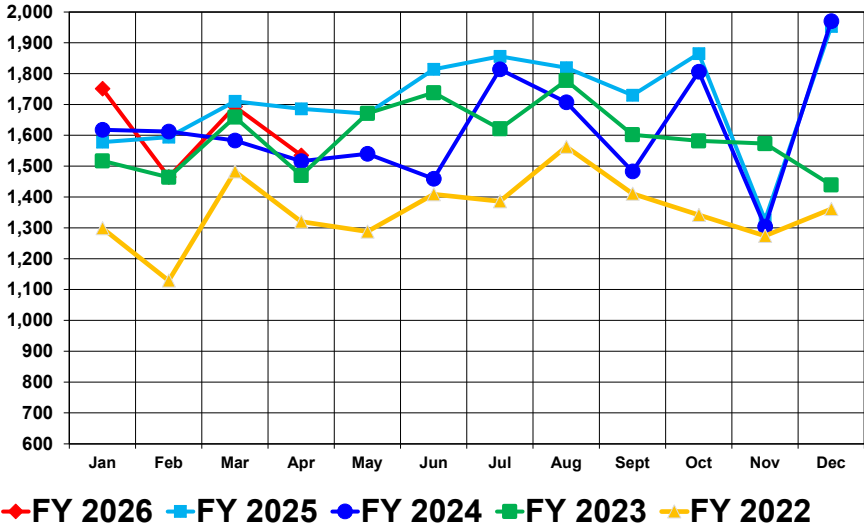


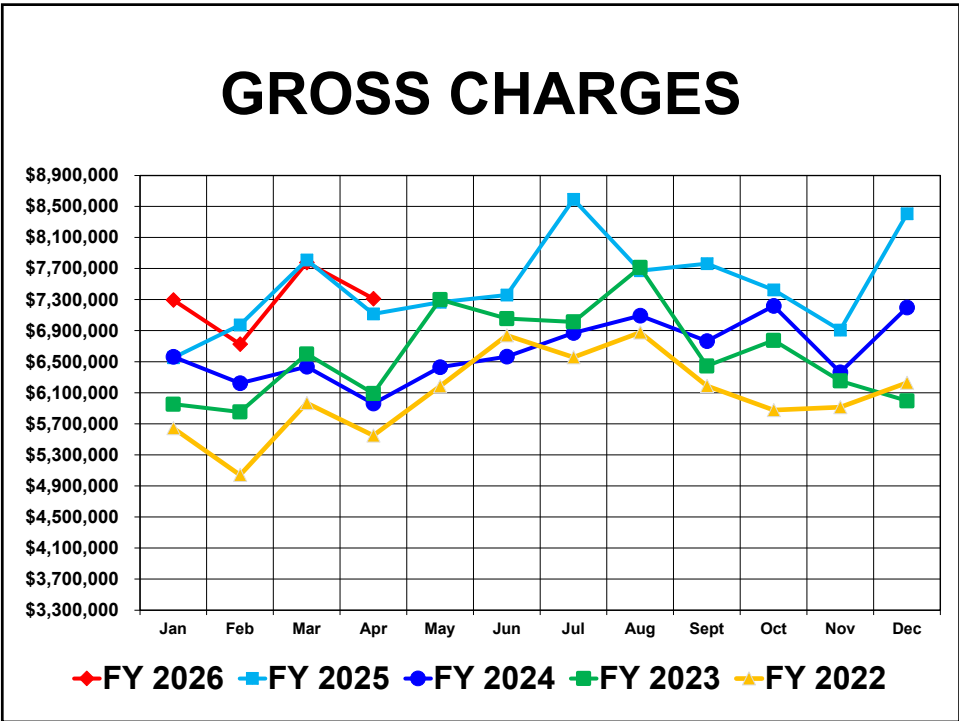
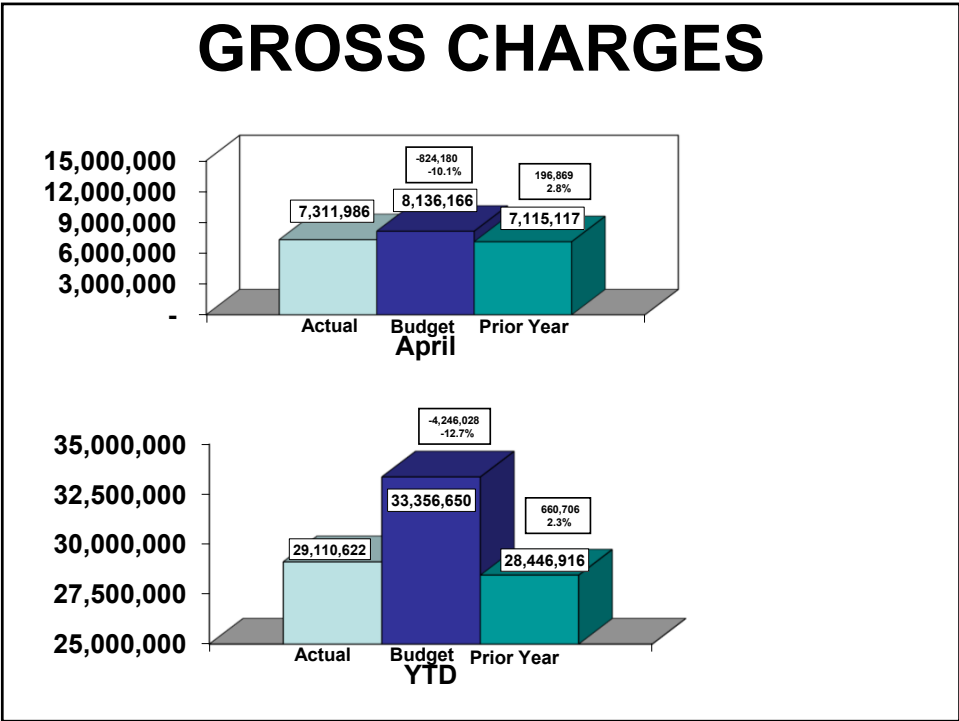


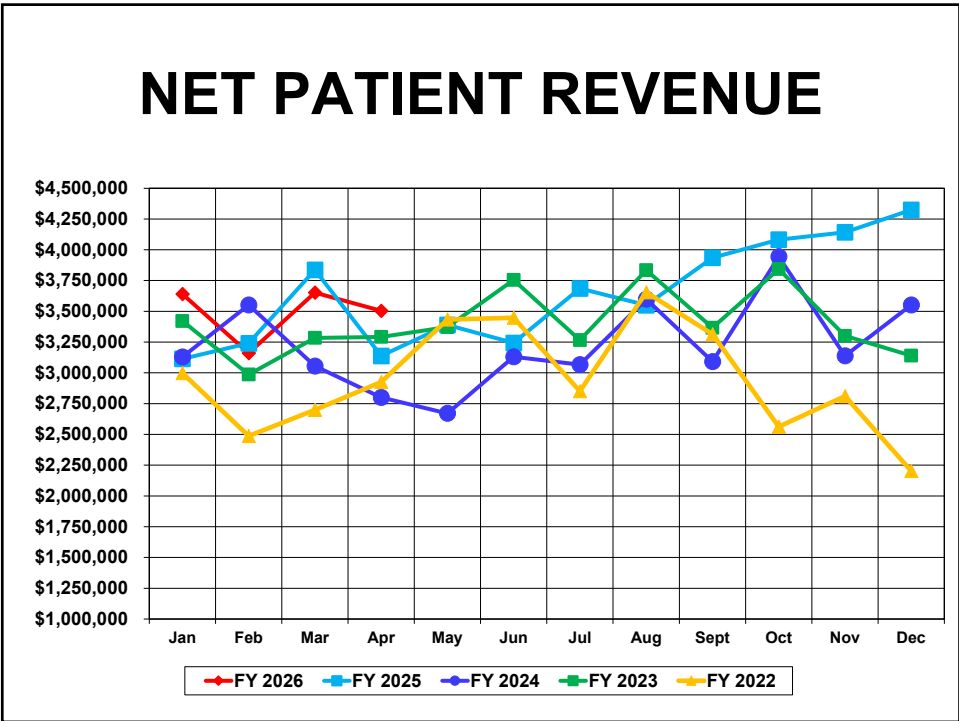
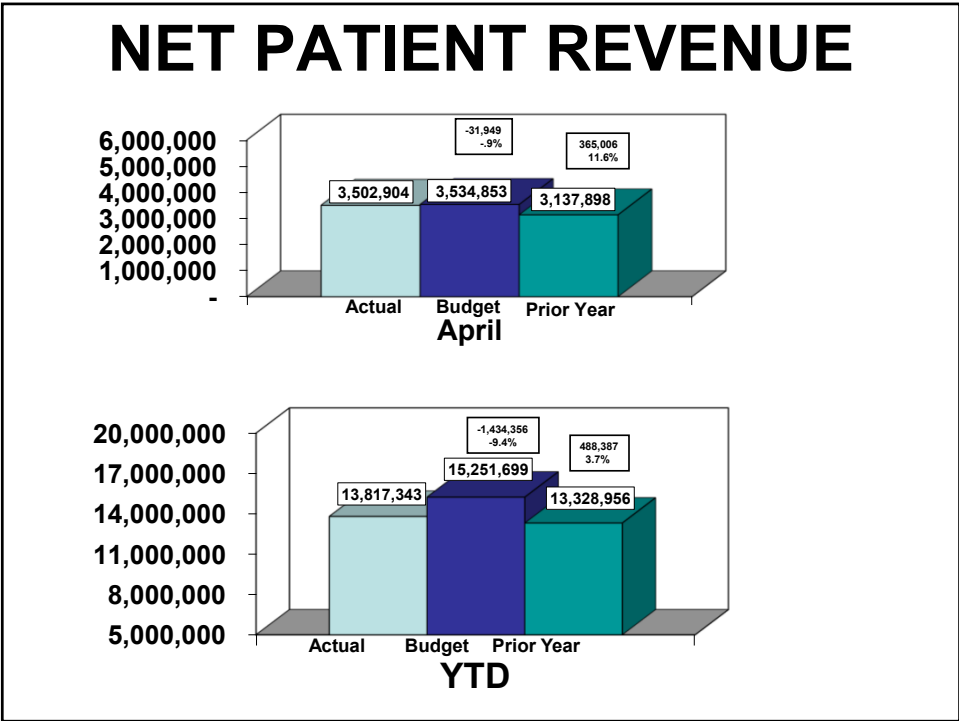
# RURAL HEALTH CLINIC VISITS

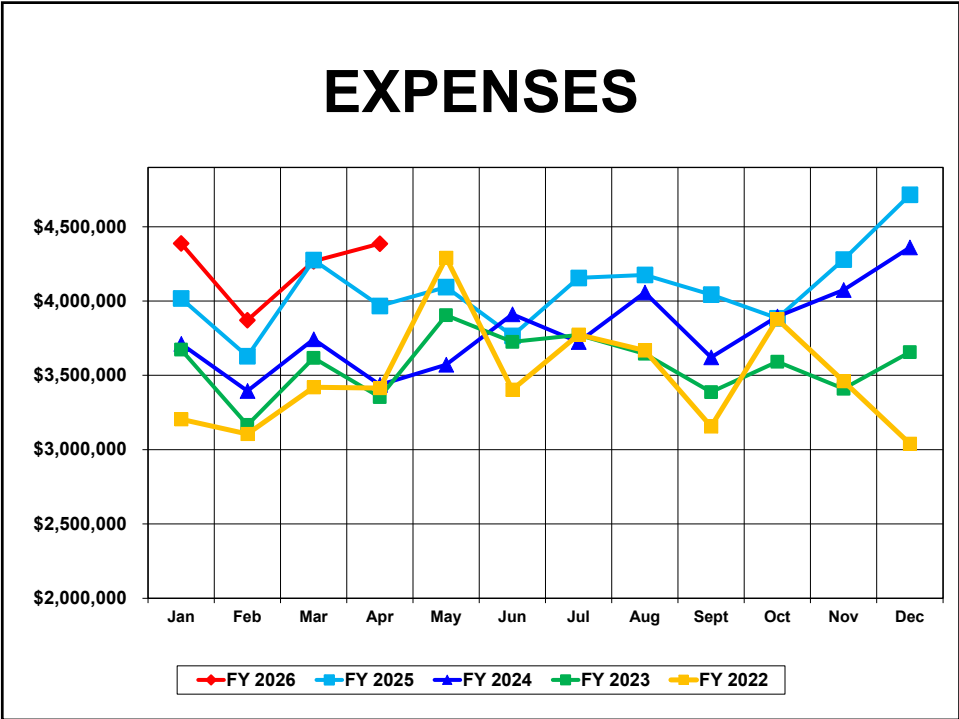
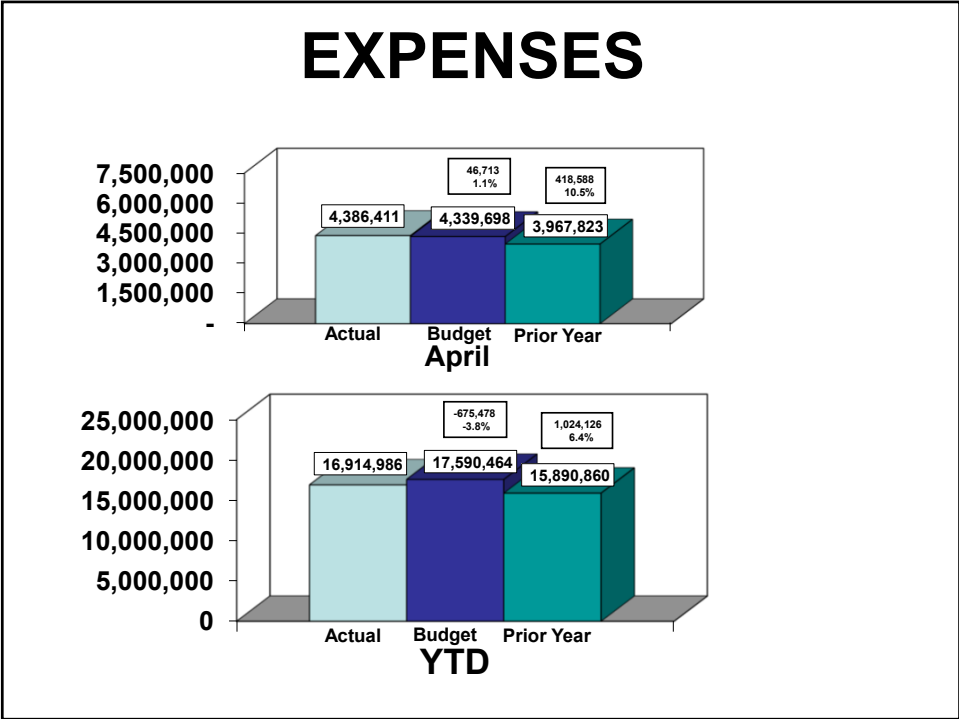


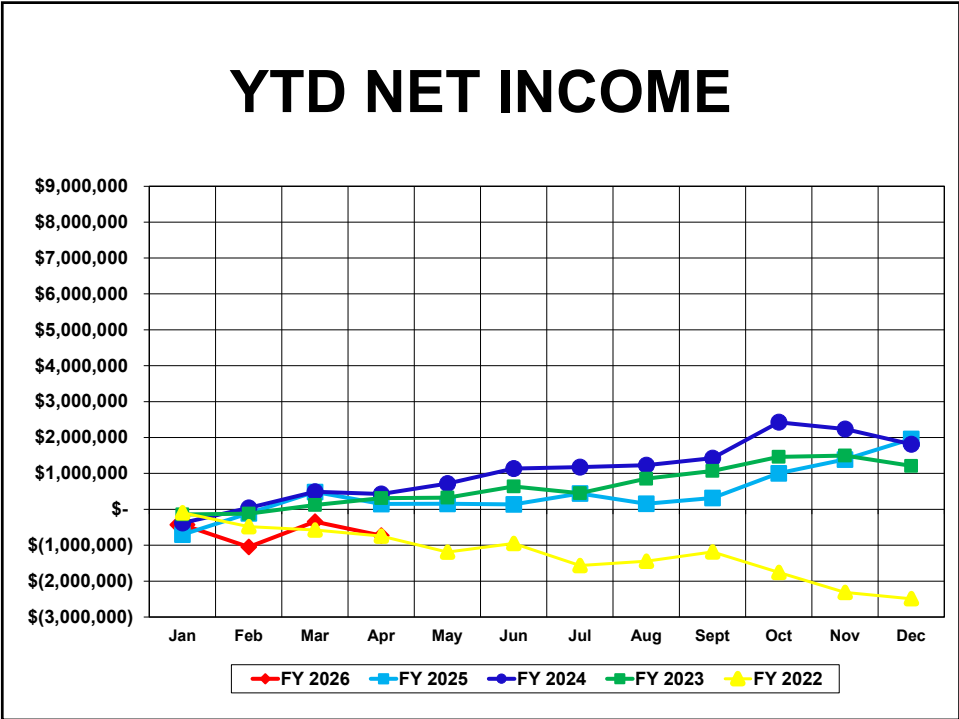
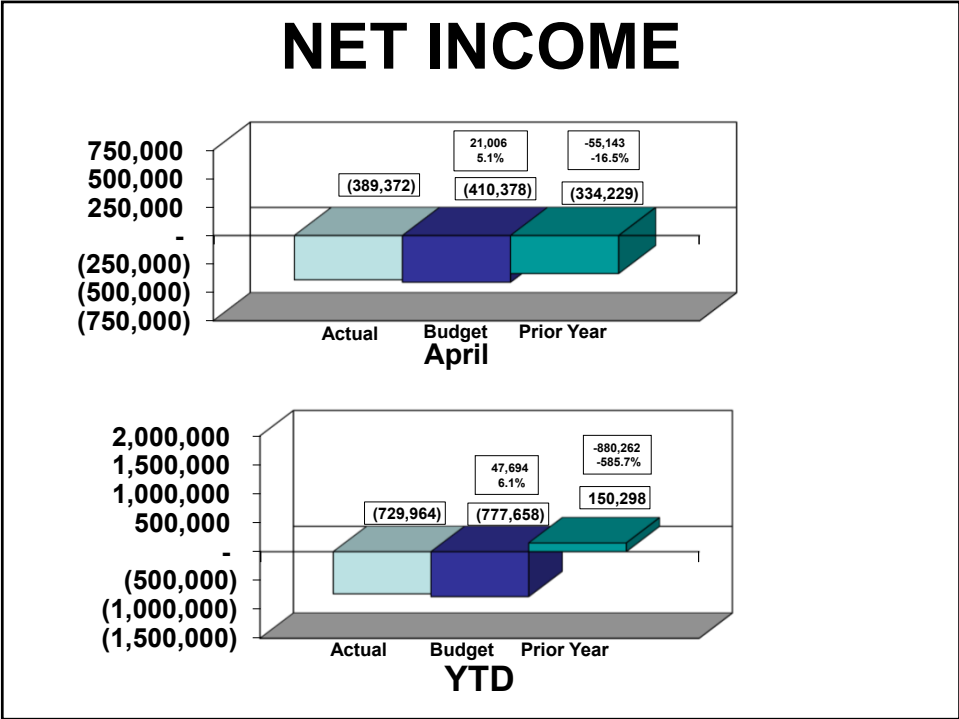
# RADIOLOGY EXAMS







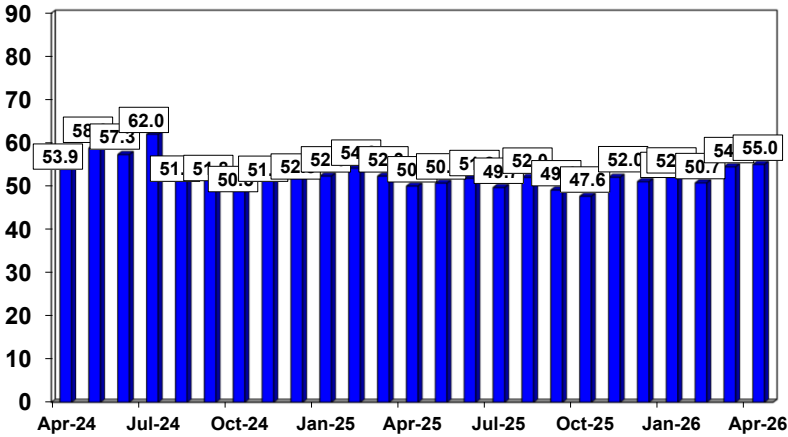




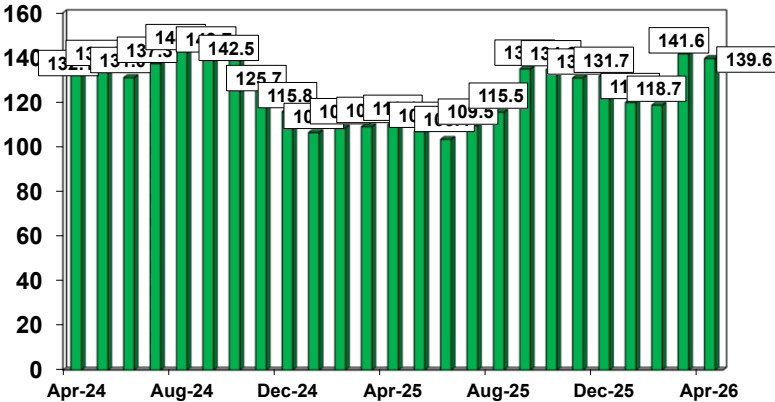
# Summary of Financials

	March	April
Gross Charges	7,777,309	7,311,986
Net Patient Revenue	3,652,073	3,502,904
Expenses	4,267,919	4,386,411
Grants, Misc and Tax Revenue	1,320,510	494,135
Grants and Misc	548,176	214,740
Tax Revenue	772,334	279,395
Net Income	704,664	(389,372)

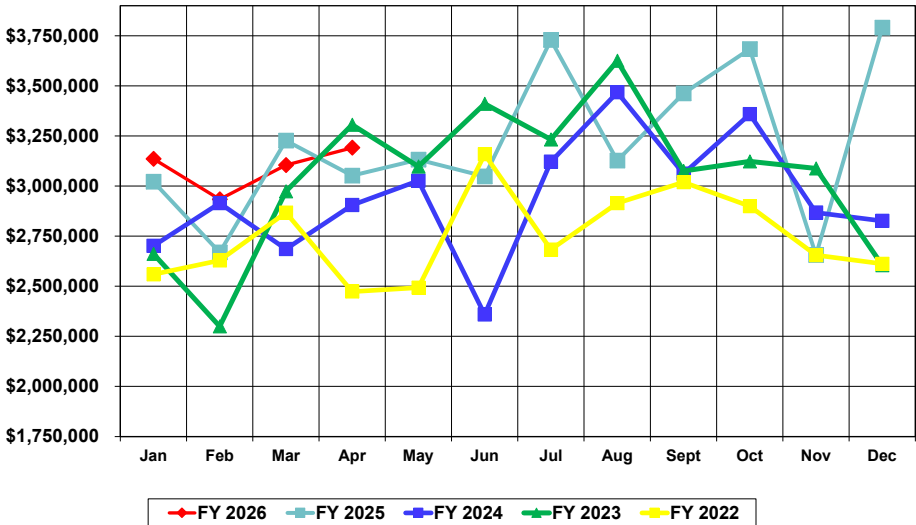
# GROSS DAYS IN ACCOUNTS RECEIVABLE



### DAYS CASH ON HAND



### CASH COLLECTIONS



**Pagosa Springs Medical Center**

**Income Statement Comparison - - - April 30, 2026** **Page 1**

		Current Month				Year-to-Date				
		2026	Budget	Difference	Variance	2026	Budget	Difference	Variance	
<b>Revenue</b>										
7	Total In-patient Revenue	237,519	288,917	(51,398)	-17.8%	938,687	944,363	(5,676)	-0.6%	
17	Total Out-patient Revenue	6,632,354	7,185,018	(552,664)	-7.7%	26,096,923	29,461,384	(3,364,461)	-11.4%	
18	Professional Fees	442,113	662,231	(220,118)	-33.2%	2,075,012	2,950,903	(875,891)	-29.7%	
19	<b>Total Patient Charges</b>	<b>7,311,986</b>	<b>8,136,166</b>	<b>(824,180)</b>	<b>-10.1%</b>	<b>29,110,622</b>	<b>33,356,650</b>	<b>(4,246,028)</b>	<b>-12.7%</b>	
20	Revenue Deductions & Bad Debt									
21	Contractual Allowances	3,802,696	4,490,367	(687,671)	-15.3%	15,258,102	17,687,671	(2,429,569)	-13.7%	
22	Charity	28,999	41,000	(12,001)	-29.3%	127,229	161,500	(34,271)	-21.2%	
23	Bad Debt	349,415	380,632	(31,217)	-8.2%	1,299,482	1,499,317	(199,835)	-13.3%	
24	Provider Fee & Other	(372,028)	(310,686)	(61,342)	19.7%	(1,391,534)	(1,243,537)	(147,997)	11.9%	
25	Total Revenue Deductions & Bad Debt	3,809,082	4,601,313	(792,231)	-17.2%	15,293,279	18,104,951	(2,811,672)	-15.5%	
26	<b>Total Net Patient Revenue</b>	<b>3,502,904</b>	<b>3,534,853</b>	<b>(31,949)</b>	<b>-0.9%</b>	<b>13,817,343</b>	<b>15,251,699</b>	<b>(1,434,356)</b>	<b>-9.4%</b>	
27	Grants	27,108	5,691	21,417	376.3%	38,076	22,151	15,925	71.9%	
28	HHS Stimulus Other Revenue	-	-	-		-	-	-		
29	COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%	
30	Other Operating Income - Misc	133,358	105,312	28,046	26.6%	642,035	409,908	232,127	56.6%	
31	<b>Total Net Revenues</b>	<b>3,663,370</b>	<b>3,645,856</b>	<b>17,514</b>	<b>0.5%</b>	<b>14,497,454</b>	<b>15,683,758</b>	<b>(1,186,304)</b>	<b>-7.6%</b>	
32	<b>Operating Expenses</b>									
33	Salary & Wages	2,041,423	2,258,306	(216,883)	-9.6%	8,229,931	9,033,224	(803,293)	-8.9%	
34	Benefits	548,218	350,728	197,490	56.3%	1,531,849	1,396,162	135,687	9.7%	
35	Professional Fees/Contract Labor	145,074	142,631	2,443	1.7%	738,271	556,316	181,955	32.7%	
36	Purchased Services	187,454	216,392	(28,938)	-13.4%	832,158	891,513	(59,355)	-6.7%	
37	Supplies	728,265	720,971	7,294	1.0%	2,856,600	3,003,870	(147,270)	-4.9%	
38	Rent & Leases	23,184	20,650	2,534	12.3%	59,290	82,600	(23,310)	-28.2%	
39	Repairs & Maintenance	81,245	62,191	19,054	30.6%	240,940	259,429	(18,489)	-7.1%	
40	Utilities	37,683	42,718	(5,035)	-11.8%	178,875	178,919	(44)	0.0%	
41	Insurance	43,615	40,572	3,043	7.5%	176,686	162,288	14,398	8.9%	
42	Depreciation & Amortization	274,478	236,491	37,987	16.1%	1,013,550	978,466	35,084	3.6%	
43	Interest	100,085	93,626	6,459	6.9%	395,922	381,350	14,572	3.8%	
44	Other	175,687	154,422	21,265	13.8%	660,914	666,327	(5,413)	-0.8%	
45	<b>Total Operating Expenses</b>	<b>4,386,411</b>	<b>4,339,698</b>	<b>46,713</b>	<b>1.1%</b>	<b>16,914,986</b>	<b>17,590,464</b>	<b>(675,478)</b>	<b>-3.8%</b>	
46	<b>Operating Revenue Less Expenses</b>	<b>(723,041)</b>	<b>(693,842)</b>	<b>(29,199)</b>	<b>-4.2%</b>	<b>(2,417,532)</b>	<b>(1,906,706)</b>	<b>(510,826)</b>	<b>-26.8%</b>	
47	<b>Non-Operating Income</b>									
48	Interest Income	54,274	47,580	6,694	14.1%	206,412	170,160	36,252	21.3%	
49	Tax Revenue	279,395	235,884	43,511	18.4%	1,114,748	958,888	155,860	16.3%	
50	Donations	-	-	-	0.0%	366,408	-	366,408		
51	<b>Total Non-Operating Income</b>	<b>333,669</b>	<b>283,464</b>	<b>50,205</b>	<b>17.7%</b>	<b>1,687,568</b>	<b>1,129,048</b>	<b>558,520</b>	<b>49.5%</b>	
52	<b>Total Revenue Less Total Expenses</b>	<b>\$ (389,372)</b>	<b>\$ (410,378)</b>	<b>\$ 21,006</b>	<b>5.1%</b>	<b>\$ (729,964)</b>	<b>\$ (777,658)</b>	<b>\$ 47,694</b>	<b>6.1%</b>	

*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 - - - April 30, 2026** **Page 2**

		Current Month				Year-to-Date				
		2026	2025	Difference	Variance	2026	2025	Difference	Variance	
<b>Revenue</b>										
7	Total In-patient Revenue	237,519	277,126	(39,607)	-14.3%	938,687	713,859	224,828	31.5%	
17	Total Out-patient Revenue	6,632,354	6,364,533	267,821	4.2%	26,096,923	25,475,342	621,581	2.4%	
18	Professional Fees	442,113	473,458	(31,345)	-6.6%	2,075,012	2,260,715	(185,703)	-8.2%	
19	<b>Total Patient Charges</b>	<b>7,311,986</b>	<b>7,115,117</b>	<b>196,869</b>	<b>2.8%</b>	<b>29,110,622</b>	<b>28,449,916</b>	<b>660,706</b>	<b>2.32%</b>	
20	Revenue Deductions & Bad Debt									
21	Contractual Allowances	3,802,696	3,852,923	(50,227)	-1.3%	15,258,102	15,574,399	(316,297)	-2.0%	
22	Charity	28,999	106,568	(77,569)	-72.8%	127,229	228,910	(101,681)	-44.4%	
23	Bad Debt	349,415	341,537	7,878	2.3%	1,299,482	612,888	686,594	112.0%	
24	Provider Fee & Other	(372,028)	(323,809)	(48,219)	14.9%	(1,391,534)	(1,295,237)	(96,297)	7.4%	
25	Total Revenue Deductions & Bad Debt	3,809,082	3,977,219	(168,137)	-4.2%	15,293,279	15,120,960	172,319	1.1%	
26	<b>Total Net Patient Revenue</b>	<b>3,502,904</b>	<b>3,137,898</b>	<b>365,006</b>	<b>11.6%</b>	<b>13,817,343</b>	<b>13,328,956</b>	<b>488,387</b>	<b>3.66%</b>	
27	Grants	27,108	72,191	(45,083)	-62.4%	38,076	242,206	(204,130)	-84.3%	
28	HHS Stimulus Other Revenue	-	-	-		-	-	-		
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-		
30	Other Operating Income - Misc	133,358	88,648	44,710	50.4%	642,035	439,048	202,987	46.2%	
31	<b>Total Net Revenues</b>	<b>3,663,370</b>	<b>3,298,737</b>	<b>364,633</b>	<b>11.1%</b>	<b>14,497,454</b>	<b>14,010,210</b>	<b>487,244</b>	<b>3.48%</b>	
32	<b>Operating Expenses</b>									
33	Salary & Wages	2,041,423	1,929,504	111,919	5.8%	8,229,931	7,756,294	473,637	6.1%	
34	Benefits	548,218	363,966	184,252	50.6%	1,531,849	1,356,720	175,129	12.9%	
35	Professional Fees/Contract Labor	145,074	177,127	(32,053)	-18.1%	738,271	715,817	22,454	3.1%	
36	Purchased Services	187,454	204,833	(17,379)	-8.5%	832,158	760,445	71,713	9.4%	
37	Supplies	728,265	625,400	102,865	16.4%	2,856,600	2,716,231	140,369	5.2%	
38	Rent & Leases	23,184	31,903	(8,719)	-27.3%	59,290	108,525	(49,235)	-45.4%	
39	Repairs & Maintenance	81,245	51,088	30,157	59.0%	240,940	213,595	27,345	12.8%	
40	Utilities	37,683	53,554	(15,871)	-29.6%	178,875	173,288	5,587	3.2%	
41	Insurance	43,615	38,892	4,723	12.1%	176,686	154,598	22,088	14.3%	
42	Depreciation & Amortization	274,478	223,754	50,724	22.7%	1,013,550	874,636	138,914	15.9%	
43	Interest	100,085	104,812	(4,727)	-4.5%	395,922	417,173	(21,251)	-5.1%	
44	Other	175,687	162,990	12,697	7.8%	660,914	643,538	17,376	2.7%	
45	<b>Total Operating Expenses</b>	<b>4,386,411</b>	<b>3,967,823</b>	<b>418,588</b>	<b>10.5%</b>	<b>16,914,986</b>	<b>15,890,860</b>	<b>1,024,126</b>	<b>6.44%</b>	
46	<b>Operating Revenue Less Expenses</b>	<b>(723,041)</b>	<b>(669,086)</b>	<b>(53,955)</b>	<b>-8.1%</b>	<b>(2,417,532)</b>	<b>(1,880,650)</b>	<b>(536,882)</b>	<b>-28.5%</b>	
47	<b>Non-Operating Income</b>									
48	Interest Income	54,274	50,297	3,977	7.9%	206,412	200,830	5,582	2.8%	
49	Tax Revenue	279,395	284,560	(5,165)	-1.8%	1,114,748	1,079,559	35,189	3.3%	
50	Donations	-	-	-		366,408	750,559	(384,151)	-51.2%	
51	<b>Total Non-Operating Income</b>	<b>333,669</b>	<b>334,857</b>	<b>(1,188)</b>	<b>-0.4%</b>	<b>1,687,568</b>	<b>2,030,948</b>	<b>(343,380)</b>	<b>-16.9%</b>	
52	<b>Total Revenue Less Total Expenses</b>	<b>\$ (389,372)</b>	<b>\$ (334,229)</b>	<b>\$ (55,143)</b>	<b>-16.5%</b>	<b>\$ (729,964)</b>	<b>\$ 150,298</b>	<b>(880,262)</b>	<b>-585.7%</b>	

*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 - - April 30, 2026

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 3,771,063	\$ 4,139,554	Accts Payable - System	\$ 1,058,931	\$ 1,266,260
COLO Trust	1,915,391	1,909,472	Accrued Expenses	660,644	898,010
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	1,458,293	1,458,293
Bond Funds - 2016 Bonds (UMB)	1,100	1,097	Wages & Benefits Payable	2,933,453	2,702,919
Bond Funds - 2021 (UMB)	7,161,688	6,873,588	Deferred Revenue	1,240,215	1,517,810
CSIP Investments	5,644,922	5,627,621	COVID PPP Short Term Loan	-	-
Escrow - UMB	-	-	IRS ERC Fund Liability	2,067,572	-
COVID PPP	-	-	Medicare Accelerated Pmt Liab	-	-
IRS ERC TBK Cash Restricted	2,067,583	-	Current Portion of GASB 87 and 96 Liabilities	408,898	406,119
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 S Pagosa	130,000	130,000
Total Cash	21,440,478	19,430,063	Current Portion of LT Debt-2021	465,000	465,000
			Current Portion of LT Debt-2016	245,000	245,000
			Total Current Liabilities	10,668,006	9,089,411
Accounts Receivable			Long-Term Liabilities		
Patient Revenue - Net	4,253,566	4,612,180	Leases Payable - 75 S Pagosa	1,795,000	1,795,000
Other Receivables	1,376,237	1,681,651	GASB 87 and 96 Capital Leases	3,946,283	4,016,927
Total Accounts Receivable	5,629,803	6,293,831	Bond Premium (Net) - 2006 Def Outflows	147,918	149,030
Inventory	2,227,848	2,235,560	Bond Premium (Net) - 2016	101,956	102,381
			Bond Premium (Net) - 2021	555,966	559,937
Total Current Assets	29,298,129	27,959,454	Bonds Payable - 2021	6,115,000	6,115,000
Fixed Assets			Bonds Payable - 2006	-	-
Property Plant & Equip (Net)	22,814,657	22,994,654	Bonds Payable - 2016	8,315,000	8,315,000
GASB 87 & 96 Assets (Net)	3,600,856	3,640,665	Total Long-Term Liabilities	20,977,123	21,053,275
Work In Progress	992,874	937,507	Net Assets		
Land	704,021	704,021	Un-Restricted	27,110,684	27,110,684
Total Fixed Assets	28,112,408	28,276,847	Current Year Net Income/Loss	(729,966)	(340,592)
Other Assets			Total Un-Restricted	26,380,718	26,770,092
Prepays & Other Assets	615,310	676,477	Restricted	-	-
Total Other Assets	615,310	676,477	Total Net Assets	26,380,718	26,770,092
<b>Total Assets</b>	<b>\$ 58,025,847</b>	<b>\$ 56,912,778</b>	<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 58,025,847</b>	<b>\$ 56,912,778</b>

**\*\* 1st Qtr 2021 ERC Money received in April, restricted and not included in Days Cash on Hand due to status of appeal. Also recorded as a Liability in April..**

**Pagosa Springs Medical Center**

	<b>Apr-25</b>	<b>May-25</b>	<b>Jun-25</b>	<b>Jul-25</b>	<b>Aug-25</b>	<b>Sep-25</b>	<b>Oct-25</b>	<b>Nov-25</b>	<b>Dec-25</b>	<b>Jan-26</b>	<b>Feb-26</b>	<b>Mar-26</b>	<b>Apr-26</b>	<b>YTD Total</b>
<b>Activity</b>	<b>31</b>	<b>31</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>30</b>	<b>31</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>28</b>	<b>31</b>	<b>30</b>	<b>120</b>
2 In-Patient Admissions	13	15	20	19	13	19	10	6	22	14	14	15	22	65
3 In-Patient Days	37	40	38	41	30	41	21	21	51	42	31	37	65	175
4 Avg Stay Days (In-patients)	2.8	2.7	1.9	2.2	2.3	2.2	2.1	3.5	2.3	3.0	2.2	2.5	3.0	2.7
8 Average Daily Census	1.2	1.3	1.3	1.3	1.0	1.4	0.7	0.7	1.6	1.4	1.1	1.2	2.2	1.5
<b>Statistics</b>														
9 E/R visits	533	638	698	735	737	656	585	562	737	654	605	732	617	2,608
10 Observ Hours	854	998	1,277	1,217	1,284	1,174	1,426	1,055	1,591	1,531	1,097	1,291	1,677	5,596
11 Lab Tests	6,962	6,774	6,681	6,418	6,437	6,641	6,488	5,648	6,799	6,708	6,047	7,277	7,503	27,535
12 Radiology/CT/MRI Exams	1,686	1,670	1,814	1,856	1,819	1,730	1,865	1,326	1,953	1,751	1,465	1,693	1,535	6,444
14 OR Cases	101	98	78	115	105	113	81	59	78	63	63	87	82	295
15 Clinic Visits	2,196	2,029	1,845	1,892	1,847	1,922	1,909	1,521	1,696	1,763	1,718	1,863	1,828	7,172
16 Spec. Clinic Visits	59	63	61	36	62	81	131	101	95	78	76	84	109	347
17 Oncology Clinic Visits	112	91	107	119	112	94	94	162	187	158	184	200	122	664
18 Oncology/Infusion Patients	366	340	397	470	360	330	298	302	337	303	331	281	286	1,201
19 EMS Transports	112	92	64	134	104	111	104	127	110	137	88	97	95	417
20 Total Stats	12,981	12,793	13,022	12,992	12,867	12,852	12,981	10,863	13,583	13,146	11,675	13,605	13,854	52,280

**Pagosa Springs Medical Center - - - Statistical Review**

**Statistical Review**

2026	April			April			April 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
<b>In-Patient</b>										
Admissions:										
Acute	22	20	2	65	64	1	65	64	1	2%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	22	20	2	65	64	1	65	64	1	2%
Patient Days:										
Acute	65	43	22	175	141	34	175	130	45	35%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	65	43	22	175	141	34	175	130	45	35%
Average Daily Census:										
# Of Days	30	30		120	120		120	120		
Acute	2.2	1.4	0.7	1.5	1.2	0.3	1.5	1.1	0.4	35%
Swing Bed	-	-	-	-	-	-	-	-	-	
Total	2.2	1.4	0.7	1.5	1.2	0.3	1.5	1.1	0.4	35%
Length of Stay:										
Acute	3.0	2.2	0.8	2.7	2.2	0.5	2.7	2.0	0.7	33%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	3.0	2.2	0.8	2.7	2.2	0.5	2.7	2.0	0.7	33%
<b>Out-Patient</b>										
Out-Patient Visits										
E/R Visits	617	622	(5)	2,608	2,551	57	2,608	2,454	154	6%
Observ admissions	45	44	1	188	180	8	188	181	7	4%
Lab Tests	7,503	6,321	1,182	27,535	25,918	1,617	27,535	27,356	179	1%
Radiology/CT/MRI Exams/M	1,535	1,651	(116)	6,444	6,768	(324)	6,444	6,568	(124)	-2%
OR Cases	82	127	(45)	295	521	(226)	295	379	(84)	-22%
Clinic Visits	1,828	1,853	(25)	7,172	7,597	(425)	7,172	8,127	(955)	-12%
Spec. Clinic Visits	109	130	(21)	347	532	(185)	347	215	132	61%
Oncology Clinic Visits	122	114	8	664	468	196	664	422	242	57%
Oncology/Infusion Patients	286	342	(56)	1,201	1,402	(201)	1,201	1,152	49	4%
EMS Transports	95	102	(7)	417	418	(1)	417	430	(13)	-3%
Total	12,222	11,306	916	46,871	46,355	516	46,871	47,284	(413)	-1%

**Pagosa Springs Medical Center**

**Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of April 30, 2026**

	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	\$ 3,418,148	\$ 416,342	\$ 330,368	\$ 61,692	\$ 99,323	\$ 22,348	\$ 277,305	\$ 4,625,526	34%	
3 Medicaid	720,969	86,061	49,164	20,540	9,380	28,946	301,933	1,216,993	9%	
4 Third Party	1,380,272	609,164	344,308	155,841	165,921	71,408	368,792	3,095,706	23%	
5 Self-Pay	310,142	549,111	471,685	515,153	391,949	357,377	1,951,127	4,546,544	34%	
<b>Current Month Total</b>	<b>\$ 5,829,531</b>	<b>\$ 1,660,678</b>	<b>\$ 1,195,525</b>	<b>\$ 753,226</b>	<b>\$ 666,573</b>	<b>\$ 480,079</b>	<b>\$ 2,899,157</b>	<b>\$ 13,484,769</b>	<b>100%</b>	<b>258,201</b>
<b>Pct of Total</b>	<b>43%</b>	<b>12%</b>	<b>9%</b>	<b>6%</b>	<b>5%</b>	<b>4%</b>	<b>21%</b>	<b>100%</b>		
Mar-26	\$ 5,819,857	\$ 1,872,459	\$ 1,059,350	\$ 762,992	\$ 547,904	\$ 363,008	\$ 2,764,306	\$ 13,189,876	100%	260,595
Pct of Total	44%	14%	8%	6%	4%	3%	21%	100%		
Feb-26	\$ 5,519,302	\$ 1,830,436	\$ 988,986	\$ 694,613	\$ 439,647	\$ 306,156	\$ 2,863,813	\$ 12,642,953	100%	180,489
Pct of Total	44%	14%	8%	5%	3%	2%	23%	100%		
Jan-26	\$ 5,769,715	\$ 1,988,785	\$ 971,480	\$ 495,392	\$ 425,965	\$ 443,838	\$ 2,699,052	\$ 12,794,227	100%	550,444
Pct of Total	45%	16%	8%	4%	3%	3%	21%	100%		
Dec-25	\$ 5,999,489	\$ 1,663,324	\$ 603,539	\$ 673,304	\$ 489,793	\$ 461,434	\$ 2,744,437	\$ 12,635,320	100%	226,145
Pct of Total	47%	13%	5%	5%	4%	4%	22%	100%		
Nov-25	\$ 5,999,489	\$ 1,663,324	\$ 603,539	\$ 673,304	\$ 489,793	\$ 461,434	\$ 2,744,437	\$ 12,635,320	100%	339,651
Pct of Total	47%	13%	5%	5%	4%	4%	22%	100%		
Oct-25	\$ 6,123,193	\$ 1,328,841	\$ 820,844	\$ 688,288	\$ 640,583	\$ 318,682	\$ 2,899,140	\$ 12,819,571	100%	506,303
Pct of Total	48%	10%	6%	5%	5%	2%	23%	100%		
Sep-25	\$ 6,123,193	\$ 1,328,841	\$ 820,844	\$ 688,288	\$ 640,583	\$ 318,682	\$ 2,899,140	\$ 12,819,571	100%	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	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	100%	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	100%	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	100%	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	100%	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	100%	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	100%	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	100%	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	100%	312,505
Pct of Total	45%	13%	8%	5%	5%	3%	22%	100%		

**Pagosa Springs Medical Center**

**Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of April 30, 2026**

	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections
Nov-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%		
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%		

12	<b>Pct Settled (Current)</b>	71.5%	36.2%	28.9%	12.6%	12.4%	-698.6%
13	<b>Pct Settled (Mar from Feb)</b>	66.1%	42.1%	22.9%	21.1%	17.4%	-802.9%
14	<b>Pct Settled (Feb from Jan)</b>	68.3%	50.3%	28.5%	11.3%	28.1%	-545.2%
15	<b>Pct Settled (Jan from Dec)</b>	66.9%	41.6%	17.9%	36.7%	9.4%	-484.9%
16	<b>Pct Settled (Dec from Nov)</b>	72.3%	63.7%	-11.6%	27.3%	5.8%	-494.8%



**Pagosa Springs Medical Center**  
**Financial Forecast**  
**Statement of Cash Flows**

	<b>Apr-26</b>
<b>Cash Flows from operating activities</b>	
Change in net assets	(389,372)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	274,478
Patient accounts receivable	358,614
Accounts payable and wages payable	23,205
Accrued liabilities	(237,367)
Pre-paid assets	61,167
Deferred revenues	(277,595)
Other receivables	305,413
Reserve for third party settlement	-
Inventory	7,712
Net Cash Provided by (used in) operating activities	126,255
<b>Cash Flows from investing activities</b>	
Purchase of property and equipment	(60,180)
Work in progress	(55,367)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(115,547)
<b>Cash Flows from financing activities</b>	
Principal payments on long-term debt	-
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Restricted Proceeds from IRS ERC Fund	2,067,572 **
Payments/Proceeds from Medicare Accelerated Payment	-
Change in Prior Year Net Assets	-
Change in leases payable	(67,865)
Net Cash Provided by (used in) financing activities	1,999,707
<b>Net Increase(Decrease) in Cash</b>	2,010,415
<b>Cash Beginning of Month</b>	19,430,063
<b>Cash End of Month</b>	21,440,478 **

\*\* Includes \$2,067,583 received in April for 1st Qtr IRS ERC Money currently held in a restricted Account. Not included in Days Cash on Hand due to status of appeal. Also recorded as a Liability in April..

2026 Cash						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-26	\$3,818,135.00	\$3,135,761.71	(\$682,373.29)	82.13%	\$ 29,767.39	\$3,165,529.10
Feb-26	\$3,321,128.00	\$2,933,949.66	(\$387,178.34)	88.34%	\$ 32,142.85	\$2,966,092.51
Mar-26	\$2,697,131.00	\$3,104,385.57	\$407,254.57	115.10%	\$ (24,050.55)	\$3,080,335.02
Apr-26	\$3,276,674.00	\$3,191,594.25	-\$85,079.75	97.40%	\$ 24,667.45	\$3,216,261.70
May-26						
Jun-26						
Jul-26						
Aug-26						
Sep-26						
Oct-26						
Nov-26						
Dec-26						
	\$13,113,068.00	\$12,365,691.19	(\$747,376.81)	94.30%	\$ 62,527.14	\$12,428,218.33

2026 Revenue				
Month	Revenue Goal	Actual Revenue	Variance	% Generated
Jan-26	\$ 8,150,055.00	\$ 7,295,377.00	\$ (854,678.00)	89.51%
Feb-26	\$ 8,208,959.00	\$ 6,802,609.00	\$ (1,406,350.00)	82.87%
Mar-26	\$ 8,867,470.00	\$ 7,777,309.00	\$ (1,090,161.00)	87.71%
Apr-26	\$ 8,136,167.00	\$ 7,311,986.00	\$ (824,181.00)	89.87%
May-26				
Jun-26				
Jul-26				
Jul-26				
Sep-26				
Oct-26				
Nov-26				
Dec-26				
Totals	\$ 33,362,651.00	\$ 29,187,281.00	\$ (4,175,370.00)	87.48%



**MINUTES OF REGULAR BOARD MEETING**  
**Tuesday, April 28, 2026, 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 April 28, 2026, 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 Matt Mees, Director Mark Floyd, Director Wayne Hooper

Board members present via Teams: Director Erik Foss, Director Ashley Wilson

Board members present via telephone: None

Board members absent: Director Gwen Taylor

**1) CALL TO ORDER**

- a) Call for quorum: Chair Alfred called the meeting to order at 5:01 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 Matt Mees seconded; the Board Members in attendance unanimously approved the agenda.

**2) PUBLIC COMMENT**

None

**3) PRESENTATIONS**      *PSMC’s Ambulance and Emergency Medical Services, Presented by the Chief/Director of EMS, Hospital Environmental Services and Community Liaison, Jason Webb.*

The PSMC Ambulance/EMS department provides critical 24/7 emergency medical services across a large, multi-county region, including emergency response, transport, and community support. Despite responding to all calls, only about half are billable, resulting in significant financial losses and reliance on grants, mill levy funding, and hospital reserves. Like many EMS systems in Colorado, PSMC faces a substantial funding gap, staffing shortages, aging infrastructure, and costly equipment needs. Maintaining readiness, regulatory compliance, and high-quality care is resource intensive. Future sustainability may depend on pending legislation aimed at recognizing EMS as an essential service and expanding funding opportunities.

**4) REPORTS**

- a) Oral Reports
  - i) Chair Report
    - None
  - ii) CEO Report

CEO Rhonda Webb advised the following update:

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

- Nine rural hospitals in Colorado were reported as being at significant risk of closing (2 of since stated they are not at risk). PSMC is not among the hospitals at risk.
- The annual Fundraising Gala will take place on Monday, June 22, with primary fundraising efforts dedicated to supporting the renovation of the building for East Side EMS.
- PSMC is the recipient of a \$100,000 grant for the renovation of East Side EMS building awarded by the Colorado Department of Local Affairs. Appreciation for the efforts of Jodi Scarpa and other staff for making the grant application.
- PSMC leaders and La Plata Electric Association (LPEA) held productive discussions regarding LPEA’s plans for power outages during high wind events. PSMC has limited emergency back-up power in the hospital building so power outages will have impacts to care.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

The Foundation Board met on April 13, 2026. CAO Ann Bruzzese summarized the written report in the Board Packet highlighting the donation of shares of stock and the subsequent sale of the stock. Questions asked and answered.

v) Facilities Committee

The Facilities Committee met on April 21, 2026. Vice Chair Matt Mees summarized the written report in the Board Packet highlighting remodels for the East Side EMS, the CORE Building (formerly known as the Dodie Cassidy building), ED Safety and Efficiency Remodel, and Clinic Remodel of Accounting Space. Questions asked and answered.

vi) Strategic Planning Committee Report

The Strategic Planning Committee met on April 10, 2026. Chair Kate Alfred summarized the written report in the Board Packet highlighting the receipt of a presentation from New Bridge Strategy. The committee also discussed research questions to voters as well as possible ballot questions for consideration by the Board. Questions asked and answered.

vii) Finance Committee Report

Controller, Steve Wagoner, presented and discussed financials for March 2026. Questions asked and answered.

b) Written Reports

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

**5) EXECUTIVE SESSION**

None

**6) DECISION AGENDA**

None

**7) CONSENT AGENDA**

Vice Chair Matt Mees motioned to approve the consent agenda (approval of Board Member absences, approval of the regular meeting minutes of 03/24/2026, and the Medical Staff Report). The motion was seconded by Director Mark Floyd and the Board Members in attendance approved the consent agenda items. Director Ashley Wilson abstained from the vote regarding the regular meeting minutes as she was not present at the March 24, 2026,

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meeting.

**8) OTHER BUSINESS**

- Note: The next Board Meeting has been moved from May 26, 2026 to May 12, 2026, at 5:00 pm.

**9) ADJOURN**

There being no further business, Chair Alfred adjourned the regular meeting at 5:50 p.m. MDT.

Respectfully submitted by:

Antoinette Martinez, serving as Clerk to the Board