NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, July 28, 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** ***Presentations will be made with each decision item***

4) **REPORTS**
   a) **<u>Oral Reports</u>** (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) Financials for June 2026

b) **<u>Written Reports</u>** *(<u>no</u> oral report unless the Board has questions)*

i) Medical Staff Report — Chief of Staff, Dr. Corinne Reed

5) **DECISION AGENDA**

a) Consideration of Resolution 2026-07 regarding approval of use of PSMC appropriated reserves for the renovation of the eastside EMS Building.

b) Consideration of Resolution 2026-08 regarding approval to ask the voters of the District to approve a continued waiver of the Taxpayer Bill of Rights.

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 07/28/2026

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

i) Regular meeting of 06/23/2026

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, August 25, 2026, at 5:00 p.m. MT

PSMC BOARD FACILITIES COMMITTEE
Report for the PSMC Board Meeting on July 28, 2026

The Board's Facilities Committee met on July 22, 2026, with the following committee members present: Vice Chair Matt Mees, Director Gwen Taylor, At-Large Member Kathee Douglas, the CEO, the CAO, the Director of IT/Facilities/Security, the Director of EMS/EVS/Liaison, the Manager of Community Relations, and the Controller. The report below summarizes discussions of the Committee.

1. **REPORT OF UPDATES ON CONSTRUCTION PROJECTS:**

a) **302 San Juan St. – East Side EMS**
(1) Construction Documents complete.
(2) The RFP was issued, responses were received, and a General Contractor with significant experience with similar EMS (overnight sleeping quarters) and the architect was selected.
(3) Estimated costs were discussed as well as the success of fund-raising and a grant.
(4) The Board is to decide at the July 28, 2026 Board meeting whether to approve the additional use of funds for the renovation project.

b) **CORE Building Remodel:**
(1) Discussion at Facilities Committee of the proposed significant reduction in the scope of the renovation project for cost savings and concerns for master development of PSMC property. Discussed that any savings on a simplified CORE remodel will help with anticipated overages on construction projects other than East EMS.

c) **ED Safety and Efficiency Remodel**
(1) On July 8, there was a second onsite visit with Houston Construction and Davis Architects.
(2) Designs are underway and the General Contractor will price the project as a "shopping list" of options (updates to follow at a future Committee meeting)
(3) PSMC is proceeding with purchase and installation of a new Jeron nurse call system (this will be handled internally by staff and is no longer part of the ED renovation project).

d) **Amendment Add-On to the SPD Project – the Clinic Remodel of Accounting Space**
(1) Designs are complete to convert existing accounting staff administrative space into 2 additional outpatient clinic rooms, a clinical store room, and a work space for providers and support staff.
(2) Contractor bidding out materials and subs (amount $210,000); work to take place this fall.

e) **Campus Monument Sign**
(1) Designs are in progress.
(2) Discussion on the limitations of land use code for signage.

PAGOSA SPRINGS Medical Center

THE CARE YOU DESERVE, IN THE MOUNTAINS YOU LOVE

PSMC STRATEGIC PLANNING COMMITTEE

Report for the PSMC Board Meeting on July 28, 2026

The Board's Strategic Planning Committee met on July 22, 2026 (present: Chair/Dir. Kate Alfred, Treasurer/Dir. Mark Floyd, at-large member Kathy Campbell as well as the CEO, CAO, CNO, the Controller, the Director of EMS/EVS/Outreach, the Director of IT/Facilities/Security, the Manager of Community Relations and the Executive Assistant to the CEO). The report below summarizes discussions and comments or questions of the Committee.

1) **<u>Discussion Topics</u>**:

a) The Committee discussed that at the July Board meeting, the Board will decide whether to proceed with a ballot question asking voters to continue PSMC's waiver of TABOR. The Committee discussed the ballot question.

b) The Committee was reminded that the Board's 2024-2028 Strategic Plan includes assessing/planning for a second EMS building. The Strategic Planning Committee did *not* discuss the construction plans for the renovation since that topic was reserved for the Facilities Committee.

c) The Strategic Planning Committee had very *preliminary* discussions about the following interrelated issues:

i) Master planning considerations for the future replacement of the EMS station on North Pagosa Blvd. (the lease ends in 2036).

ii) CORE building renovation – the goal is to move admin staff from the main hospital building to CORE so the vacated spaces in the main hospital building can be converted to new clinical space.

iii) Discussion of possible future service line in vacated spaces in the main hospital building.

BOARD FINANCE COMMITTEE

Report for the PSMC Board Meeting on July 28, 2026

The PSMC Board's Finance Committee met on July 22, 2026 (present: Treasurer/Dir. Mark Floyd, Director Wayne Hooper, at-large member Dwight Peters, at-large member David Cepoi as well as the CEO, CFO, CAO, CNO, the Controller and the Director of Revenue Cycle). The report below summarizes the June financials and any discussions of the Committee.

1) **June Financial Reports**:
   a) **Bottom line for the Month of June**: PSMC had a loss for the month of June of <-$189,566.00> which is slightly better than the budgeted loss of <-$262,336.00>. PSMC's year-to-date loss is <-909,075.00> -- better than the year-to-date budgeted loss of <-$1,305,585.00>.
   b) **Income statement for June**:
      i) PSMC's net patient revenue was at budget (2.6% greater than budget); actual expenses were also at budget (2.3% less than budget).
   c) **Accounts Receivable**: Accounts Receivable increased remained higher than normal (but still within an acceptable range) at 62 days.
   d) **Cash on Hand and Statement of Cash Flows**: Cash decreased from 132.2 days of cash on hand to 128.8 days on hand.

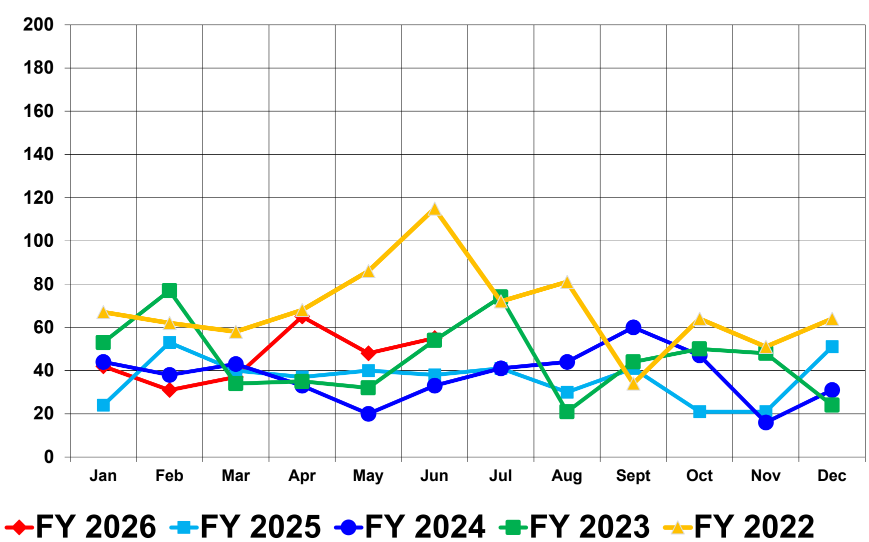
2) **Other** N/A

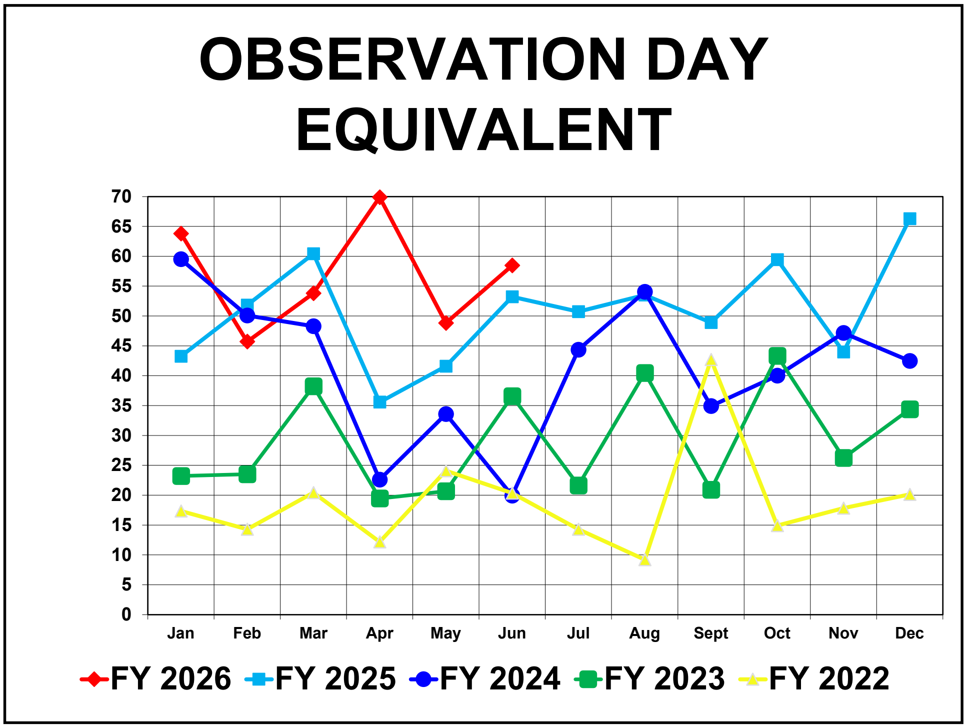
3) **Comments of Finance Committee** No objections to the June financials.

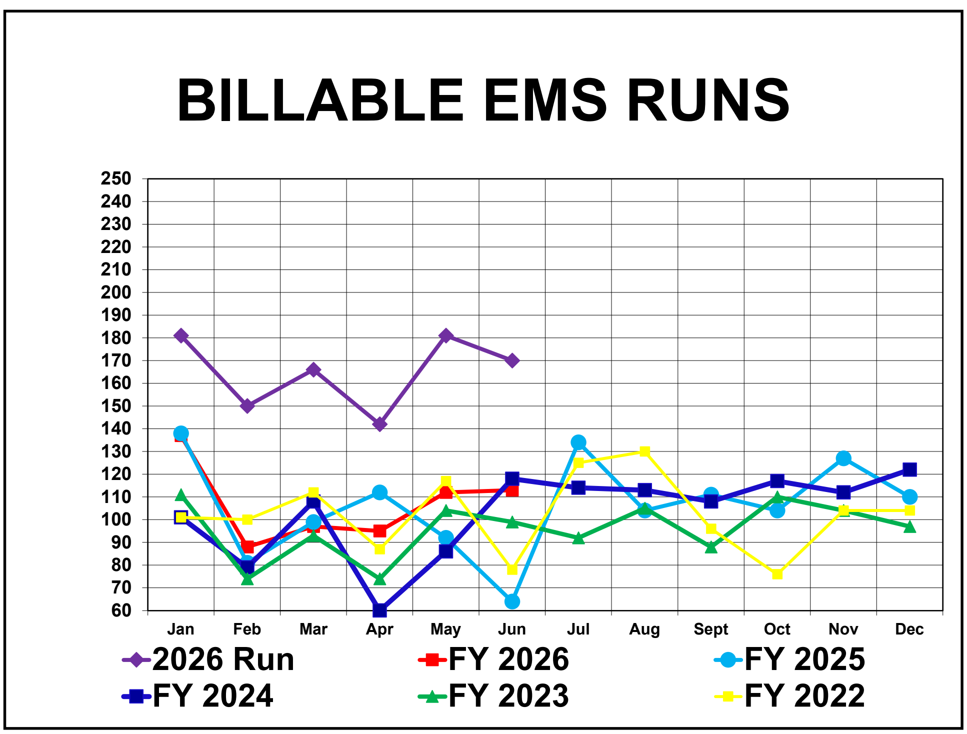
PAGOSA SPRINGS
Medical Center
First-Class Care *Close to Home*

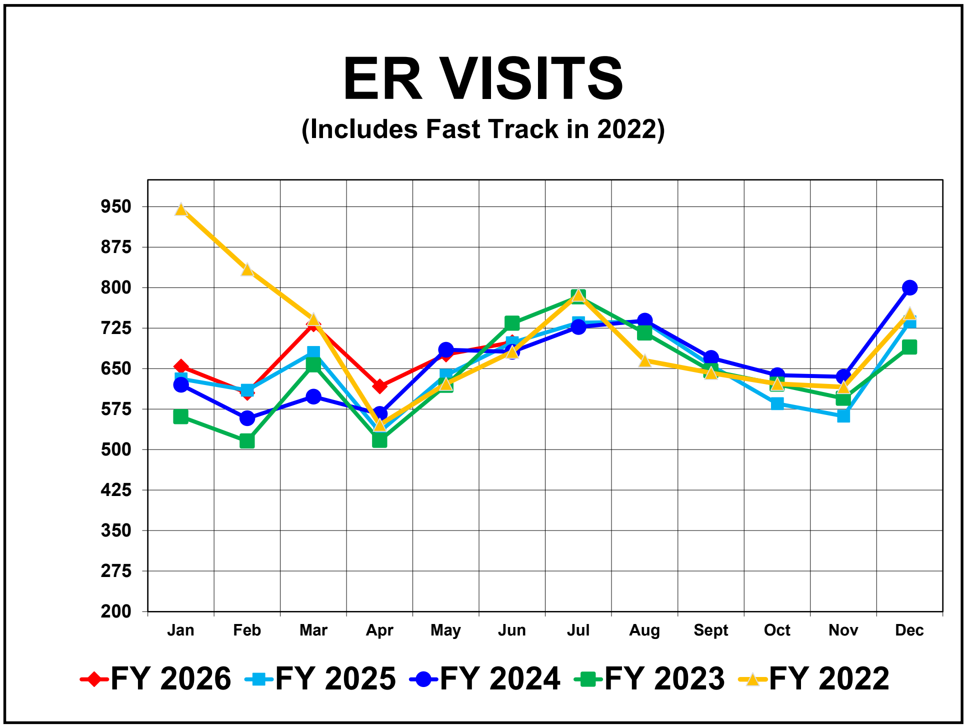
FINANCIAL PRESENTATION
YTD JUNE 2026

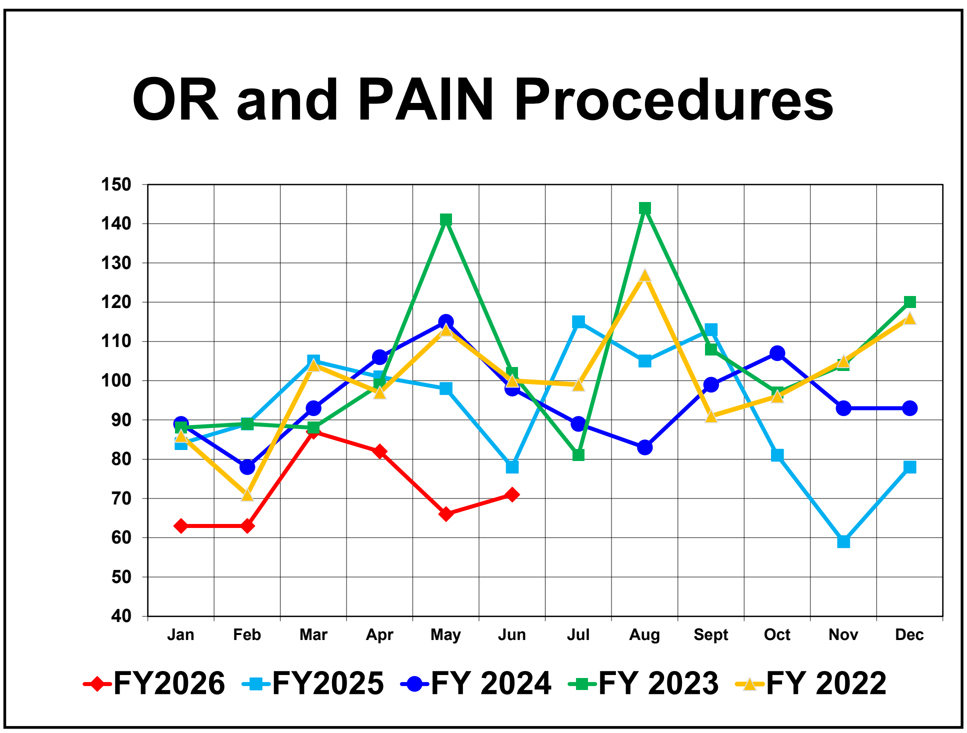
PATIENT DAYS




OBSERVATION DAY EQUIVALENT
70
65
60
55
50
45
40
35
30
25
20
15
10
5
0
Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022


BILLABLE EMS RUNS
250
240
230
220
210
200
190
180
170
160
150
140
130
120
110
100
90
80
70
60
Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec
2026 Run
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022


ER VISITS
(Includes Fast Track in 2022)
950
875
800
725
650
575
500
425
350
275
200
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022


OR and PAIN Procedures
150
140
130
120
110
100
90
80
70
60
50
40
Jan
Feb
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May
Jun
Jul
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Oct
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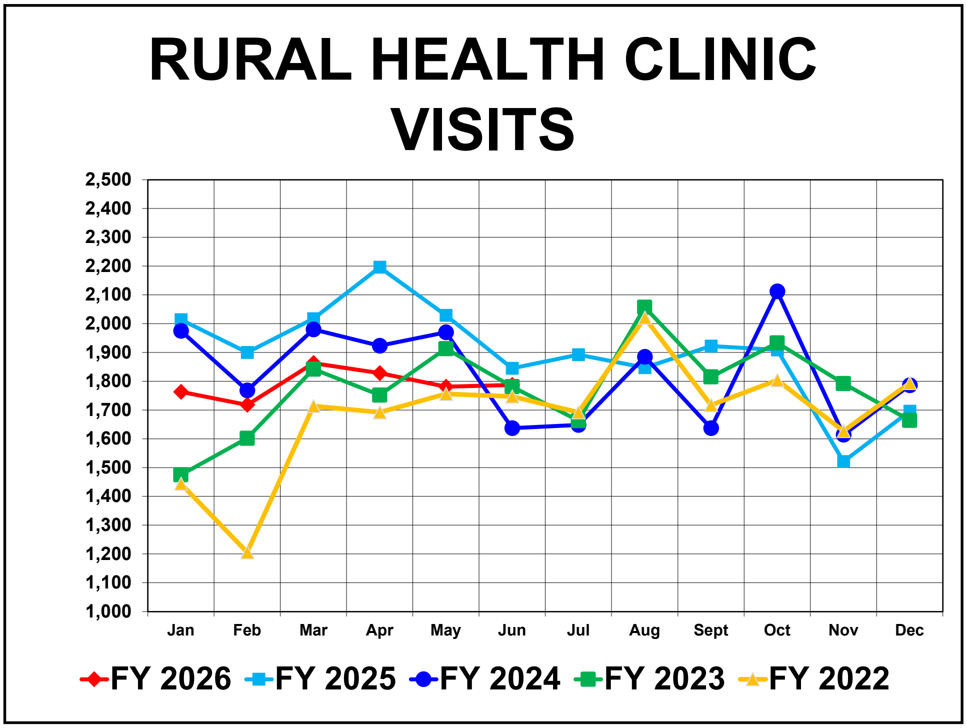
FY2026
FY2025
FY 2024
FY 2023
FY 2022


RURAL HEALTH CLINIC VISITS
2,500
2,400
2,300
2,200
2,100
2,000
1,900
1,800
1,700
1,600
1,500
1,400
1,300
1,200
1,100
1,000
Jan
Feb
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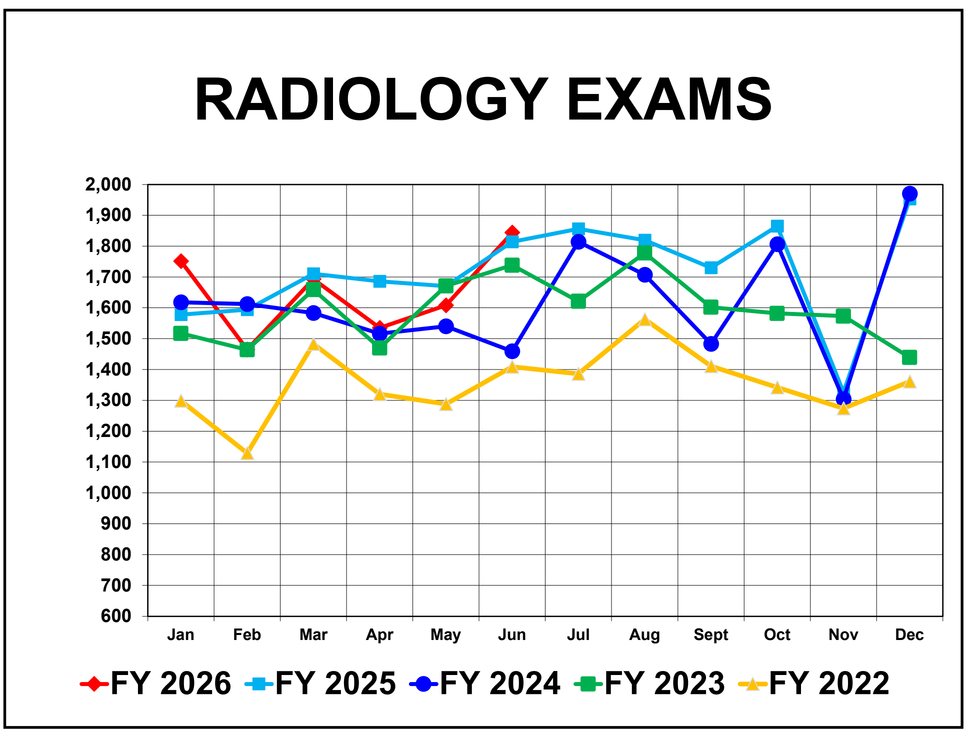
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022


RADIOLOGY EXAMS
2,000
1,900
1,800
1,700
1,600
1,500
1,400
1,300
1,200
1,100
1,000
900
800
700
600
Jan
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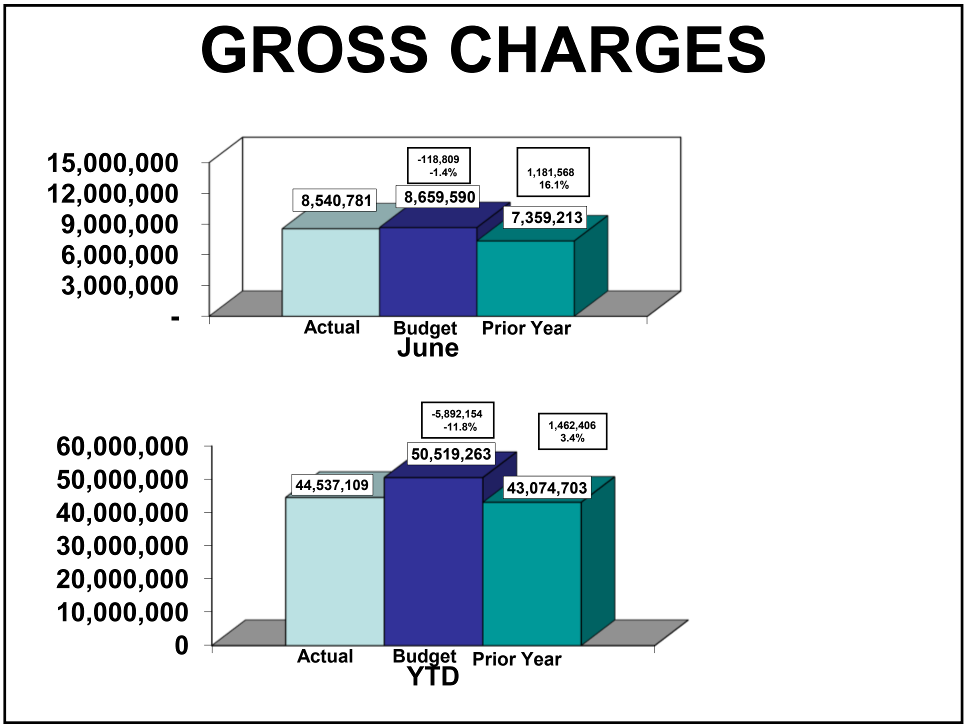
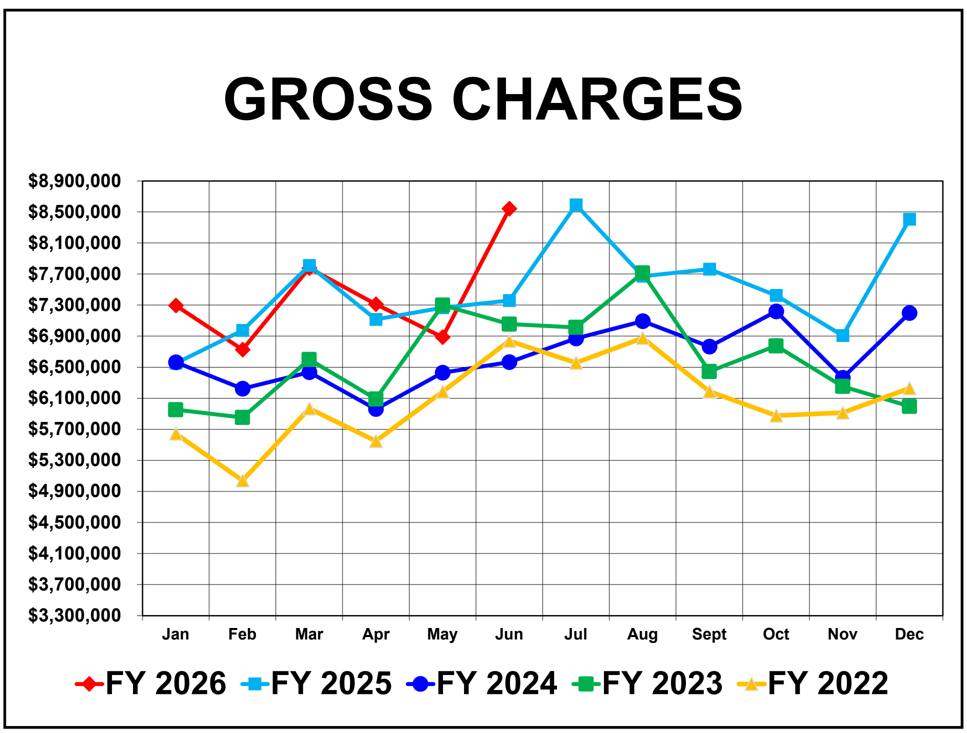
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022


GROSS CHARGES
15,000,000
12,000,000
9,000,000
6,000,000
3,000,000
-
-118,809
-1.4%
1,181,568
16.1%
8,540,781
8,659,590
7,359,213
Actual
Budget
Prior Year
June
60,000,000
50,000,000
40,000,000
30,000,000
20,000,000
10,000,000
0
-5,892,154
-11.8%
1,462,406
3.4%
44,537,109
50,519,263
43,074,703
Actual
Budget
Prior Year
YTD


GROSS CHARGES
$8,900,000
$8,500,000
$8,100,000
$7,700,000
$7,300,000
$6,900,000
$6,500,000
$6,100,000
$5,700,000
$5,300,000
$4,900,000
$4,500,000
$4,100,000
$3,700,000
$3,300,000
Jan
Feb
Mar
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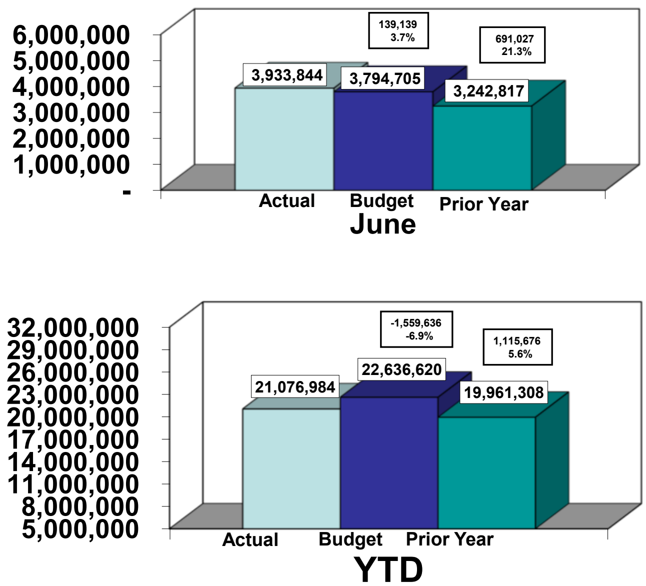
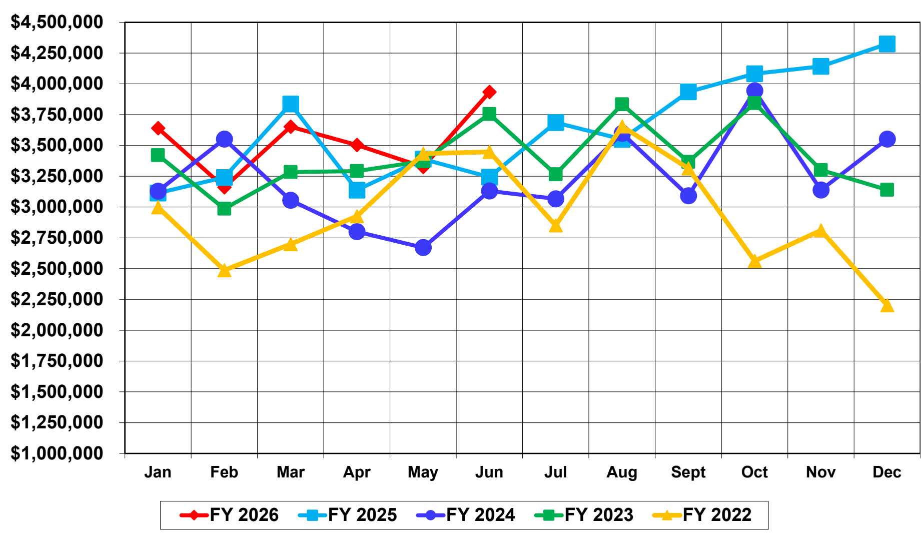
Jul
Aug
Sept
Oct
Nov
Dec
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022

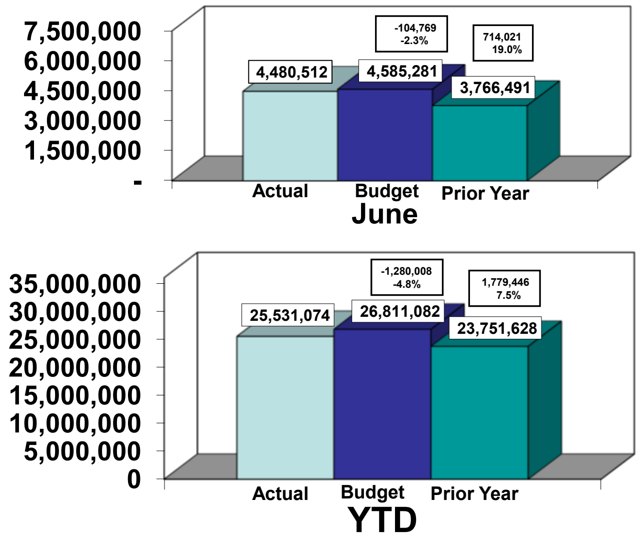
NET PATIENT REVENUE



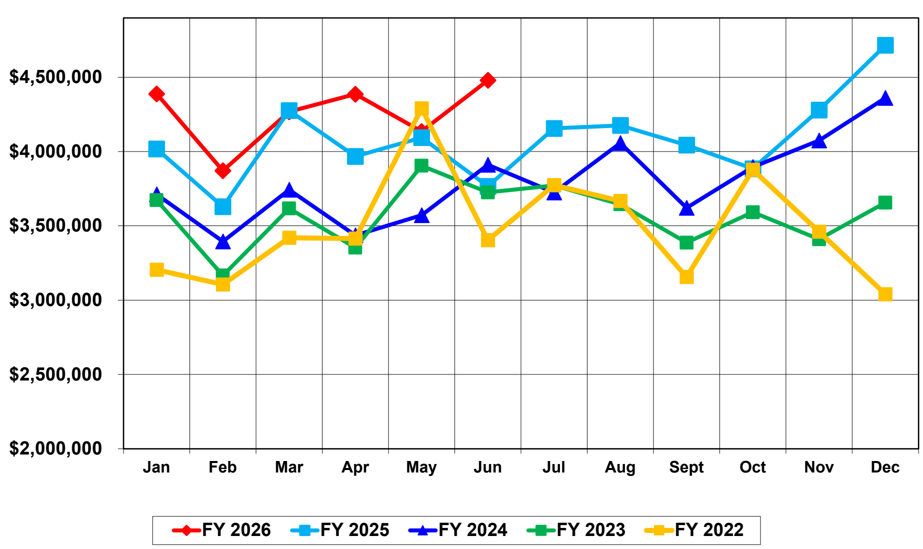
NET PATIENT REVENUE

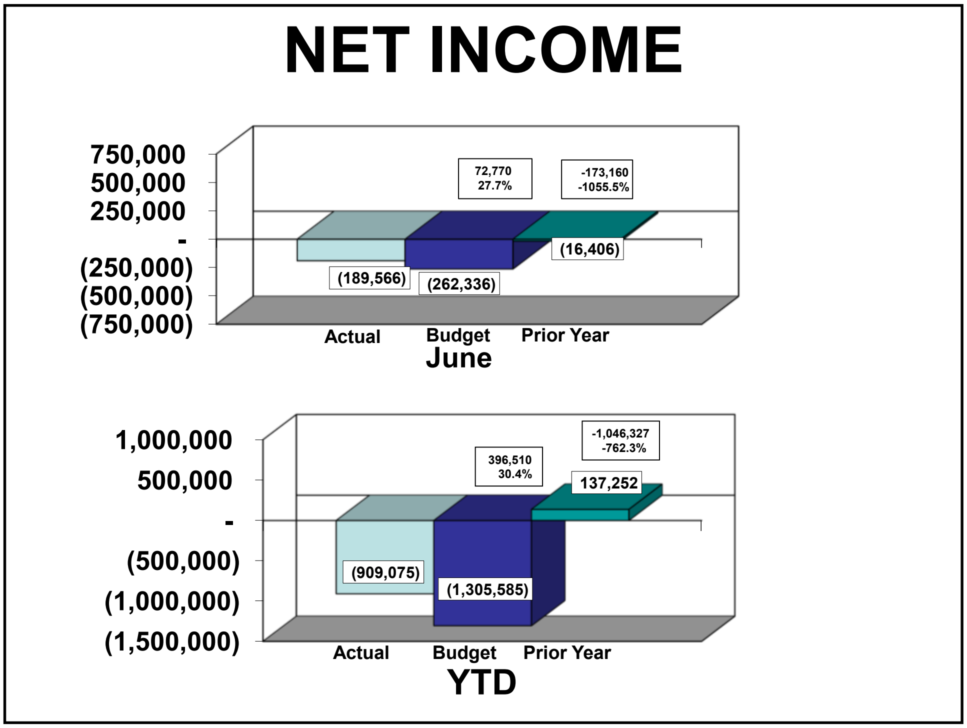


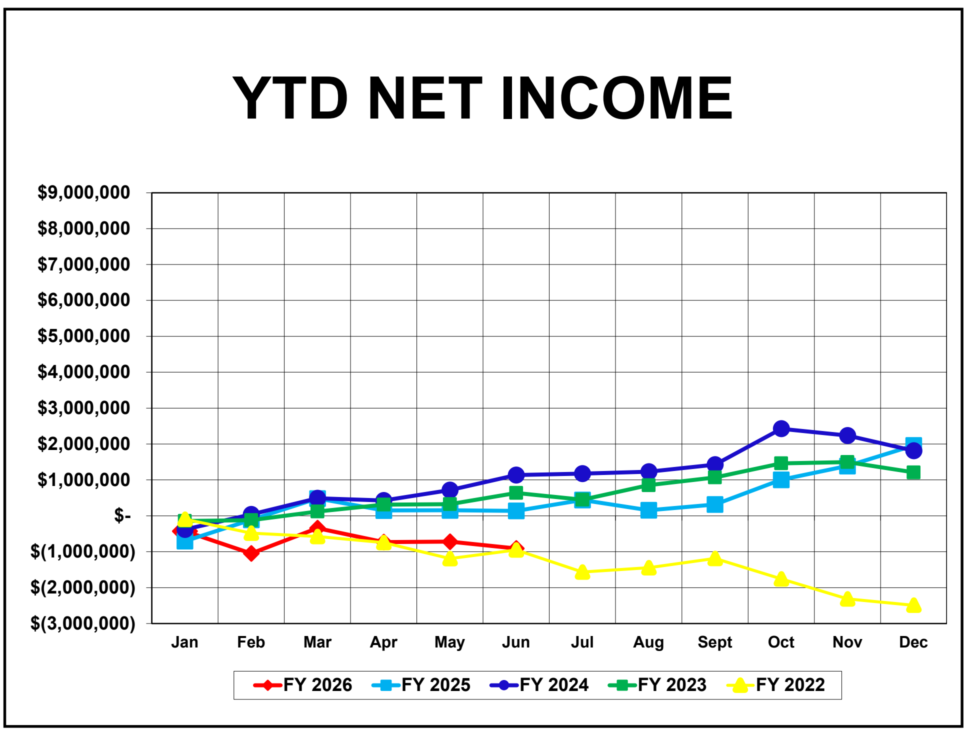
EXPENSES



EXPENSES




NET INCOME
750,000
500,000
250,000
-
(250,000)
(500,000)
(750,000)
72,770
27.7%
-173,160
-1055.5%
(189,566)
(262,336)
(16,406)
Actual
Budget
Prior Year
June
1,000,000
500,000
-
(500,000)
(1,000,000)
(1,500,000)
396,510
30.4%
-1,046,327
-762.3%
137,252
(909,075)
(1,305,585)
Actual
Budget
Prior Year
YTD


YTD NET INCOME
$9,000,000
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$-
$(1,000,000)
$(2,000,000)
$(3,000,000)
Jan
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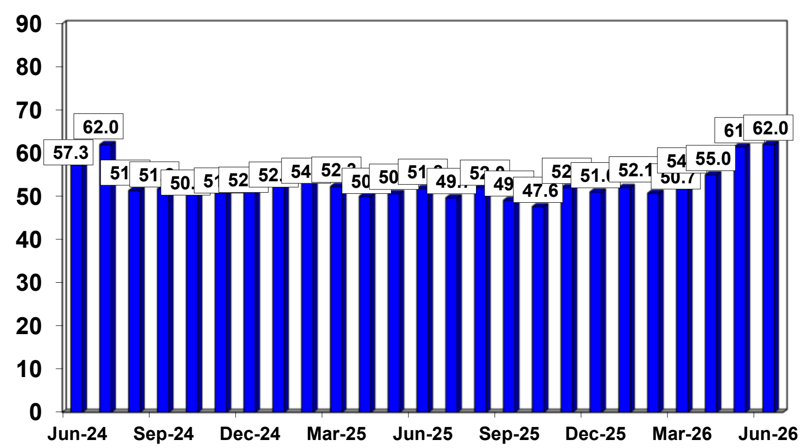
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022

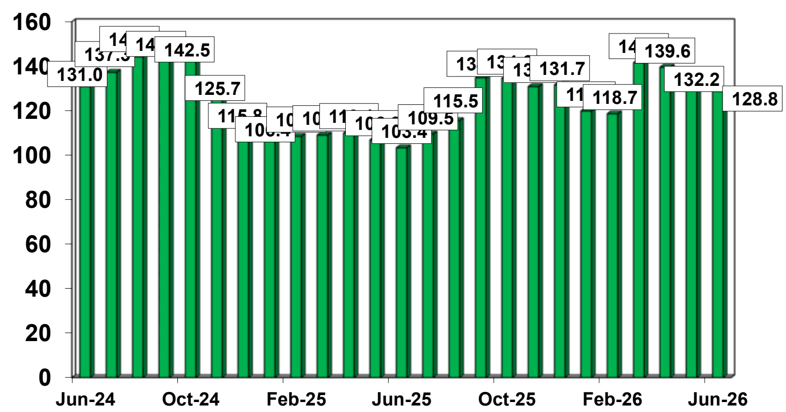
Summary of Financials

		May		June	
Gross Charges		6,885,705		8,540,781	
Net Patient Revenue		3,325,797		3,933,844	
Expenses		4,135,576		4,480,512	
Grants, Misc and Tax Revenue		820,234		357,102	
	Grants and Misc		142,649		207,920
	Tax Revenue		677,585		149,182
Net Income		10,455		(189,566)	

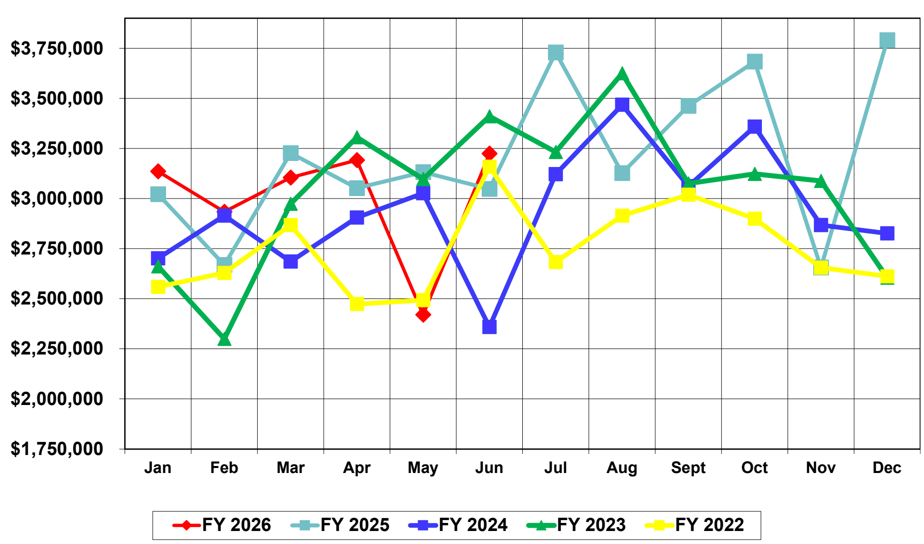
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Pagosa Springs Medical Center

Income Statement Comparison - - - June 30, 2026

		Current Month				Year-to-Date			
		2026	**Budget**	**Difference**	**Variance**	**2026**	**Budget**	**Difference**	**Variance**
	Revenue								
7	Total In-patient Revenue	406,182	217,538	188,644	86.7%	1,609,653	1,312,591	297,062	22.6%
17	Total Out-patient Revenue	7,406,452	7,625,300	(218,848)	-2.9%	39,925,176	44,702,616	(4,777,440)	-10.7%
18	Professional Fees	728,147	816,752	(88,605)	-10.8%	3,002,280	4,504,056	(1,501,776)	-33.3%
19	**Total Patient Charges**	**8,540,781**	**8,659,590**	**(118,809)**	**-1.4%**	**44,537,109**	**50,519,263**	**(5,982,154)**	**-11.8%**
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,465,768	4,731,315	(265,547)	-5.6%	23,432,490	27,194,110	(3,761,620)	-13.8%
22	Charity	22,026	43,200	(21,174)	-49.0%	257,782	248,300	9,482	3.8%
23	Bad Debt	448,807	401,056	47,751	11.9%	1,813,313	2,305,142	(491,829)	-21.3%
24	Provider Fee & Other	(329,664)	(310,686)	(18,978)	6.1%	(2,043,460)	(1,864,909)	(178,551)	9.6%
25	Total Revenue Deductions & Bad Debt	4,606,937	4,864,885	(257,948)	-5.3%	23,460,125	27,882,643	(4,422,518)	-15.9%
26	**Total Net Patient Revenue**	**3,933,844**	**3,794,705**	**139,139**	**3.7%**	**21,076,984**	**22,636,620**	**(1,559,636)**	**-6.9%**
27	Grants	17,653	80,381	(62,728)	-78.0%	83,161	107,761	(24,600)	-22.8%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30	Other Operating Income - Misc	128,017	99,568	28,449	28.6%	826,897	606,246	220,651	36.4%
31	**Total Net Revenues**	**4,079,514**	**3,974,654**	**104,860**	**2.6%**	**21,987,042**	**23,350,627**	**(1,363,585)**	**-5.8%**
32	**Operating Expenses**								
33	Salary & Wages	2,106,742	2,261,053	(154,311)	-6.8%	12,348,598	13,626,761	(1,278,163)	-9.4%
34	Benefits	318,316	398,386	(80,070)	-20.1%	2,168,991	2,224,136	(55,145)	-2.5%
35	Professional Fees/Contract Labor	225,560	143,013	82,547	57.7%	1,174,953	837,343	337,610	40.3%
36	Purchased Services	244,517	237,823	6,694	2.8%	1,378,834	1,366,432	12,402	0.9%
37	Supplies	890,566	810,280	80,286	9.9%	4,368,879	4,603,353	(234,474)	-5.1%
38	Rent & Leases	25,255	20,650	4,605	22.3%	122,822	123,900	(1,078)	-0.9%
39	Repairs & Maintenance	94,547	72,280	22,267	30.8%	367,053	403,950	(36,897)	-9.1%
40	Utilities	22,552	48,103	(25,551)	-53.1%	237,025	273,816	(36,791)	-13.4%
41	Insurance	43,615	40,572	3,043	7.5%	263,443	243,431	20,012	8.2%
42	Depreciation & Amortization	247,562	265,897	(18,335)	-6.9%	1,520,497	1,504,689	15,808	1.1%
43	Interest	96,975	99,820	(2,845)	-2.9%	591,548	579,817	11,731	2.0%
44	Other	164,305	187,404	(23,099)	-12.3%	988,431	1,023,454	(35,023)	-3.4%
45	**Total Operating Expenses**	**4,480,512**	**4,585,281**	**(104,769)**	**-2.3%**	**25,531,074**	**26,811,082**	**(1,280,008)**	**-4.8%**
46	**Operating Revenue Less Expenses**	**(400,998)**	**(610,627)**	**209,629**	**34.3%**	**(3,544,032)**	**(3,460,455)**	**(83,577)**	**-2.4%**
47	**Non-Operating Income**								
48	Interest Income	62,250	50,340	11,910	23.7%	327,034	271,800	55,234	20.3%
49	Tax Revenue	149,182	147,951	1,231	0.8%	1,941,515	1,733,070	208,445	12.0%
50	Donations	-	150,000	(150,000)	0.0%	366,408	150,000	216,408	144.3%
51	**Total Non-Operating Income**	211,432	348,291	(136,859)	-39.3%	2,634,957	2,154,870	480,087	22.3%
52	**Total Revenue Less Total Expenses**	**$ (189,566)**	**$ (262,336)**	**$ 72,770**	**27.7%**	**$ (909,075)**	**$ (1,305,585)**	**$ 396,510**	**30.4%**

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 - - - June 30, 2026

		Current Month				Year-to-Date			
		2026	2025	Difference	Variance	2026	2025	Difference	Variance
	Revenue								
7	Total In-patient Revenue	406,182	200,070	206,112	103.0%	1,609,653	1,072,009	537,644	50.2%
17	Total Out-patient Revenue	7,406,452	6,629,125	777,327	11.7%	39,925,176	38,688,671	1,236,505	3.2%
18	Professional Fees	728,147	530,018	198,129	37.4%	3,002,280	3,314,023	(311,743)	-9.4%
19	**Total Patient Charges**	**8,540,781**	**7,359,213**	**1,181,568**	**16.1%**	**44,537,109**	**43,074,703**	**1,462,406**	**3.40%**
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,465,768	3,848,694	617,074	16.0%	23,432,490	23,460,059	(27,569)	-0.1%
22	Charity	22,026	17,556	4,470	25.5%	257,782	275,039	(17,257)	-6.3%
23	Bad Debt	448,807	573,955	(125,148)	-21.8%	1,813,313	1,321,152	492,161	37.3%
24	Provider Fee & Other	(329,664)	(323,809)	(5,855)	1.8%	(2,043,460)	(1,942,855)	(100,605)	5.2%
25	Total Revenue Deductions & Bad Debt	4,606,937	4,116,396	490,541	11.9%	23,460,125	23,113,395	346,730	1.5%
26	**Total Net Patient Revenue**	**3,933,844**	**3,242,817**	**691,027**	**21.3%**	**21,076,984**	**19,961,308**	**1,115,676**	**5.59%**
27	Grants	17,653	157,411	(139,758)	-88.8%	83,161	409,857	(326,696)	-79.7%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30	Other Operating Income - Misc	128,017	170,882	(42,865)	-25.1%	826,897	725,334	101,563	14.0%
31	**Total Net Revenues**	**4,079,514**	**3,571,110**	**508,404**	**14.2%**	**21,987,042**	**21,096,499**	**890,543**	**4.22%**
32	**Operating Expenses**								
33	Salary & Wages	2,106,742	1,910,577	196,165	10.3%	12,348,598	11,682,828	665,770	5.7%
34	Benefits	318,316	292,871	25,445	8.7%	2,168,991	2,033,038	135,953	6.7%
35	Professional Fees/Contract Labor	225,560	149,848	75,712	50.5%	1,174,953	995,353	179,600	18.0%
36	Purchased Services	244,517	204,860	39,657	19.4%	1,378,834	1,139,323	239,511	21.0%
37	Supplies	890,566	590,399	300,167	50.8%	4,368,879	4,001,052	367,827	9.2%
38	Rent & Leases	25,255	34,420	(9,165)	-26.6%	122,822	173,964	(51,142)	-29.4%
39	Repairs & Maintenance	94,547	50,165	44,382	88.5%	367,053	319,664	47,389	14.8%
40	Utilities	22,552	28,027	(5,475)	-19.5%	237,025	234,263	2,762	1.2%
41	Insurance	43,615	38,289	5,326	13.9%	263,443	232,146	31,297	13.5%
42	Depreciation & Amortization	247,562	224,892	22,670	10.1%	1,520,497	1,356,216	164,281	12.1%
43	Interest	96,975	103,798	(6,823)	-6.6%	591,548	631,993	(40,445)	-6.4%
44	Other	164,305	138,345	25,960	18.8%	988,431	951,788	36,643	3.8%
45	**Total Operating Expenses**	**4,480,512**	**3,766,491**	**714,021**	**19.0%**	**25,531,074**	**23,751,628**	**1,779,446**	7.49%
46	**Operating Revenue Less Expenses**	**(400,998)**	**(195,381)**	**(205,617)**	**-105.2%**	**(3,544,032)**	**(2,655,129)**	**(888,903)**	**-33.5%**
47	**Non-Operating Income**								
48	Interest Income	62,250	50,767	11,483	22.6%	327,034	302,308	24,726	8.2%
49	Tax Revenue	149,182	128,208	20,974	16.4%	1,941,515	1,739,514	202,001	11.6%
50	Donations	-	-	-	-	366,408	750,559	(384,151)	-51.2%
51	**Total Non-Operating Income**	211,432	178,975	32,457	18.1%	2,634,957	2,792,381	(157,424)	-5.6%
52	**Total Revenue Less Total Expenses**	**$ (189,566)**	**$ (16,406)**	**$ (173,160)**	**-1055.5%**	**$ (909,075)**	**$ 137,252**	**(1,046,327)**	**-762.3%**

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 - - June 30, 2026

Assets		Current Month		Prior Month	
Current Assets					
Cash					
Operating (TBK)	$	1,572,854	$	1,378,084	
COLO Trust		1,927,417		1,921,484	
Debt Svc. Res. 2016 Bonds (UMB)		878,731		878,731	
Bond Funds - 2016 Bonds (UMB)		1,338		475,205	
Bond Funds - 2021 (UMB)		7,900,559		7,844,975	
CSIP Investments		5,680,031		5,662,710	
Escrow - UMB		-		34,073	
COVID PPP		-		-	
IRS ERC TBK Cash Restricted		2,078,083		2,071,410	**
Medicare Accelerated Pmt		-		-	
Total Cash		20,039,013		20,266,672	
Accounts Receivable					
Patient Revenue - Net		5,193,026		4,882,110	
Other Receivables		505,982		696,970	
Total Accounts Receivable		5,699,008		5,579,080	
Inventory		2,208,142		2,218,167	
Total Current Assets		27,946,163		28,063,919	
Fixed Assets					
Property Plant & Equip (Net)		22,539,986		22,707,459	
GASB 87 & 96 Assets (Net)		3,520,531		3,560,341	
Work In Progress		1,035,799		891,402	
Land		704,021		704,021	
Total Fixed Assets		27,800,337		27,863,223	
Other Assets					
Prepaids & Other Assets		558,395		542,790	
Total Other Assets		558,395		542,790	
Total Assets	**$**	**56,304,895**	**$**	**56,469,932**	

Liabilities		Current Month		Prior Month	
Current Liabilities					
Accts Payable - System	$	1,422,194	$	932,411	
Accrued Expenses		419,856		763,218	
Cost Report Settlement Res		501,331		256,675	
Wages & Benefits Payable		2,280,107		2,144,629	
Deferred Revenue		390,348		561,131	
COVID PPP Short Term Loan		-		-	
IRS ERC Fund Liability		2,067,572		2,067,572	**
Medicare Accelerated Pmt Liab		-		-	
Current Portion of GASB 87 and 96 Liabilities		402,416		411,696	
Current Portion of LT Debt-75 S Pagosa		130,000		130,000	
Current Portion of LT Debt-2021		465,000		465,000	
Current Portion of LT Debt-2016		255,000		245,000	
Total Current Liabilities		8,333,824		7,977,332	
Long-Term Liabilities					
Leases Payable - 75 S Pagosa		1,795,000		1,795,000	
GASB 87 and 96 Capital Leases		3,803,777		3,875,232	
Bond Premium (Net) - 2006 Def Outflows		145,694		146,806	
Bond Premium (Net) - 2016		101,106		101,531	
Bond Premium (Net) - 2021		548,024		551,995	
Bonds Payable - 2021		6,115,000		6,115,000	
Bonds Payable - 2006		-		-	
Bonds Payable - 2016		8,060,000		8,315,000	
Total Long-Term Liabilities		20,568,601		20,900,564	
Net Assets					
Un-Restricted		28,311,545		28,311,545	
Current Year Net Income/Loss		(909,075)		(719,509)	
Total Un-Restricted		27,402,470		27,592,036	
Restricted		-		-	
Total Net Assets		27,402,470		27,592,036	
Total Liabilities & Net Assets	**$**	**56,304,895**	**$**	**56,469,932**	

***** 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.***

Pagosa Springs Medical Center

Monthly Trends

		Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	YTD Total
	Activity	**30**	**31**	**31**	**30**	**31**	**30**	**31**	**31**	**28**	**31**	**30**	**31**	**30**	**181**
2	In-Patient Admissions	20	19	13	19	10	6	22	14	14	15	22	16	24	**105**
3	In-Patient Days	38	41	30	41	21	21	51	42	31	37	65	48	55	**278**
4	Avg Stay Days (In-patients)	1.9	2.2	2.3	2.2	2.1	3.5	2.3	3.0	2.2	2.5	3.0	3.0	2.3	2.6
8	Average Daily Census	1.3	1.3	1.0	1.4	0.7	0.7	1.6	1.4	1.1	1.2	2.2	1.5	1.8	1.5
	Statistics														
9	E/R visits	698	735	737	656	585	562	737	654	605	732	617	676	699	3,983
10	Observ Hours	1,277	1,217	1,284	1,174	1,426	1,055	1,591	1,531	1,097	1,291	1,677	1,172	1,403	8,171
11	Lab Tests	6,681	6,418	6,437	6,641	6,488	5,648	6,799	6,708	6,047	7,277	7,503	7,102	7,563	42,200
12	Radiology/CT/MRI Exams	1,814	1,856	1,819	1,730	1,865	1,326	1,953	1,751	1,465	1,693	1,535	1,608	1,844	9,896
14	OR Cases	78	115	105	113	81	59	78	63	63	87	82	66	71	432
15	Clinic Visits	1,845	1,892	1,847	1,922	1,909	1,521	1,696	1,763	1,718	1,863	1,828	1,781	1,787	10,740
16	Spec. Clinic Visits	61	36	62	81	131	101	95	78	76	84	109	103	81	531
17	Oncology Clinic Visits	107	119	112	94	94	162	187	158	184	200	122	47	47	758
18	Oncology/Infusion Patients	397	470	360	330	298	302	337	303	331	281	286	409	332	1,942
19	EMS Transports	64	134	104	111	104	127	110	137	88	97	95	112	113	642
															-
20	Total Stats	13,022	12,992	12,867	12,852	12,981	10,863	13,583	13,146	11,675	13,605	13,854	13,076	13,940	79,296

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

Page 5

	2026	June			June			June Prior Y-T-D			
		Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance
1	**In-Patient**										
2	Admissions:										
3	Acute	24	15	9	105	89	16	105	99	6	6%
4	Swing Bed	-	-	-	-	-	-	-	-	-	
5	Total	24	15	9	105	89	16	105	99	6	6%
7	Patient Days:										
8	Acute	55	32	23	278	195	83	278	208	70	34%
9	Swing Bed	-	-	-	-	-	-	-	-	-	
10	Total	55	32	23	278	195	83	278	208	70	34%
12	Average Daily Census:										
13	# Of Days	30	30		181	181		181	181		
14	Acute	1.8	1.1	0.8	1.5	1.1	0.5	1.5	1.1	0.4	34%
15	Swing Bed	-	-	-	-	-	-	-	-	-	
16	Total	1.8	1.1	0.8	1.5	1.1	0.5	1.5	1.1	0.4	34%
18	Length of Stay:										
19	Acute	2.3	2.1	0.2	2.6	2.2	0.5	2.6	2.1	0.5	26%
20	Swing Bed	-	-	-	-	-	-	-	-	-	0%
21	Total	2.3	2.1	0.2	2.6	2.2	0.5	2.6	2.1	0.5	26%
33	**Out-Patient**										
34	Out-Patient Visits										
35	E/R Visits	699	660	39	3,983	3,871	112	3,983	3,790	193	5%
36	Observ admissions	37	47	(10)	261	274	(13)	261	260	1	0%
37	Lab Tests	7,563	6,708	855	42,200	39,326	2,874	42,200	40,811	1,389	3%
38	Radiology/CT/MRI Exams/M	1,844	1,752	92	9,896	10,270	(374)	9,896	10,052	(156)	-2%
39	OR Cases	71	135	(64)	432	791	(359)	432	555	(123)	-22%
40	Clinic Visits	1,787	1,966	(179)	10,740	11,527	(787)	10,740	12,001	(1,261)	-11%
41	Spec. Clinic Visits	81	138	(57)	531	807	(276)	531	339	192	57%
42	Oncology Clinic Visits	47	122	(75)	758	711	47	758	620	138	22%
43	Oncology/Infusion Patients	332	363	(31)	1,942	2,127	(185)	1,942	1,889	53	3%
44	EMS Transports	113	108	5	642	634	8	642	586	56	10%
45	Total	12,574	11,999	575	71,385	70,338	1,047	71,385	70,903	482	1%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of June 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**	$ 4,069,146	$ 1,215,302	$ 239,783	$ 152,605	$ 92,705	$ 53,919	$ 258,393	**$ 6,081,853**	**39%**	
3 **Medicaid**	739,320	125,918	66,525	58,720	31,054	13,094	293,638	**1,328,269**	**9%**	
4 **Third Party**	2,094,764	677,680	220,169	193,570	151,028	83,970	347,689	**3,768,870**	**24%**	
5 **Self-Pay**	364,350	433,213	396,434	504,610	418,696	388,554	1,818,109	**4,323,966**	**28%**	
Current Month Total	**$ 7,267,580**	**$ 2,452,113**	**$ 922,911**	**$ 909,505**	**$ 693,483**	**$ 539,537**	**$ 2,717,829**	**$ 15,502,958**	**100%**	**384,973**
Pct of Total	47%	16%	6%	6%	4%	3%	18%	100%		
May-26	$ 6,779,502	$ 1,940,251	$ 1,201,889	$ 834,672	$ 662,248	$ 514,008	$ 2,747,889	$ 14,680,459		384,973
Pct of Total	46%	13%	8%	6%	5%	4%	19%	100%		
Apr-26	$ 5,829,531	$ 1,660,678	$ 1,195,525	$ 753,226	$ 666,573	$ 480,079	$ 2,899,157	$ 13,484,769		258,201
Pct of Total	43%	12%	9%	6%	5%	4%	21%	100%		
Mar-26	$ 5,819,857	$ 1,872,459	$ 1,059,350	$ 762,992	$ 547,904	$ 363,008	$ 2,764,306	$ 13,189,876		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		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		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		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		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		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		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

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of June 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
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%		
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 **Pct Settled (Current)**		63.8%	52.4%	24.3%	16.9%	18.5%	-428.8%			
13 **Pct Settled (May from Apr)**		66.7%	27.6%	30.2%	12.1%	22.9%	-472.4%			
14 **Pct Settled (Apr from Mar)**		71.5%	36.2%	28.9%	12.6%	12.4%	-698.6%			
15 **Pct Settled (Mar from Feb)**		66.1%	42.1%	22.9%	21.1%	17.4%	-802.9%			
16 **Pct Settled (Feb from Jan)**		68.3%	50.3%	28.5%	11.3%	28.1%	-545.2%			

Pagosa Springs Medical Center
Charges by Financial Class
June 30, 2026

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance	-	112,587	112,587	1.32%
Blue Cross	133,237	973,301	1,106,538	12.96%
Champus	40,837	103,970	144,807	1.70%
Commercial Insurance	1,636	855,410	857,046	10.03%
Medicaid	262,188	875,897	1,138,085	13.33%
Medicare	488,654	2,592,666	3,081,320	36.08%
Medicare HMO	255,944	1,116,647	1,372,591	16.07%
Self Pay	40,413	309,214	349,628	4.09%
Self Pay - Client Billing	15,590	3,651	19,241	0.23%
Veterans Administration	38,320	238,528	276,848	3.24%
Workers Compensation	8,041	74,049	82,090	0.96%
Total	**$ 1,284,859**	**$ 7,255,921**	**$ 8,540,781**	**100.00%**

847603.2

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/25 % YTD	12/31/24 % YTD	12/31/23 % YTD	12/31/22 % YTD	12/31/21 % YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD
Auto/Liability Insurance	-	352,686	352,686	0.79%	1.18%	1.06%	1.12%	1.02%	1.41%	0.91%	1.15%	1.05%	1.24%
Blue Cross	871,610	5,151,880	6,023,490	13.52%	12.05%	11.26%	10.88%	10.30%	11.40%	12.38%	15.40%	15.42%	15.90%
Champus	73,771	379,174	452,945	1.02%	0.73%	0.53%	0.60%	0.91%	0.95%	0.82%	0.31%	0.08%	0.07%
Commercial Insurance	422,455	4,599,724	5,022,179	11.28%	11.20%	12.97%	13.23%	11.31%	12.12%	11.72%	11.34%	13.08%	11.79%
Medicaid	947,852	4,628,123	5,575,975	12.52%	11.88%	14.00%	15.53%	17.07%	17.50%	18.86%	18.75%	18.22%	20.28%
Medicare	2,130,653	13,862,866	15,993,519	35.91%	37.43%	35.91%	35.37%	36.26%	36.51%	38.60%	36.99%	36.75%	35.27%
Medicare HMO	1,385,563	5,661,554	7,047,116	15.82%	16.78%	15.69%	14.65%	14.99%	11.01%	7.77%	7.20%	4.47%	3.55%
Self Pay	292,005	1,415,868	1,707,873	3.83%	3.79%	3.95%	3.31%	3.22%	3.95%	3.68%	4.40%	5.40%	6.96%
Self Pay - Client Billing	15,590	22,587	38,177	0.09%	0.09%	0.08%	0.15%	0.27%	0.36%	0.22%	0.18%	0.18%	0.19%
Veterans Administration	234,356	1,568,531	1,802,886	4.05%	4.03%	3.61%	4.43%	3.76%	3.76%	4.13%	2.74%	4.13%	3.58%
Workers Compensation	78,232	442,029	520,261	1.17%	0.84%	0.95%	0.74%	0.88%	1.03%	0.92%	1.52%	1.22%	1.17%
Total	**$ 6,452,088**	**$ 38,085,021**	**$ 44,537,109**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**
Blank												0.00%	
HMO (Health Maint Org)												0.03%	
Total							100.00%	100.00%	100.00%	100.00%	100.00%	100.03%	

Pagosa Springs Medical Center
Financial Forecast

Statement of Cash Flows

Cash Flows from operating activities	**Jun-26**	
Change in net assets	(189,566)	
Adjustments to reconcile net assets to net cash		
Depreciation and amortization	247,562	
Patient accounts receivable	(310,916)	
Accounts payable and wages payable	625,261	
Accrued liabilities	(343,362)	
Pre-paid assets	(15,605)	
Deferred revenues	(170,783)	
Other receivables	190,988	
Reserve for third party settlement	244,656	
Inventory	10,025	
Net Cash Provided by (used in) operating activities	288,260	
Cash Flows from investing activities		
Purchase of property and equipment	(45,787)	
Work in progress	(144,397)	
Proceeds from sale of equipment/(Loss)	-	
Net Cash Provided by (used in) investing activities	(190,184)	
Cash Flows from financing activities		
Principal payments on long-term debt	(245,000)	
Proceeds from debt (funding from 2021 Bond)	-	
Proceeds from PPP Short Term Loan	-	
Restricted Proceeds from IRS ERC Fund	-	
Payments/Proceeds from Medicare Accelerated Payment	-	
Change in Prior Year Net Assets	-	
Change in leases payable	(80,735)	
Net Cash Provided by (used in) financing activities	(325,735)	
Net Increase(Decrease) in Cash	(227,659)	
Cash Beginning of Month	20,266,672	
Cash End of Month	20,039,013	**

** 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

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	$3,130,876.00	$2,420,492.97	**($710,383.03)**	**77.31%**	$ 66,603.04	$2,487,096.01
Jun-26	$3,003,535.00	$3,224,315.94	**$220,780.94**	**107.35%**	$ 374,499.13	$3,598,815.07
Jul-26						
Aug-26						
Sep-26						
Oct-26						
Nov-26						
Dec-26						
	$19,247,479.00	$18,010,500.10	**($1,236,978.90)**	**93.57%**	$ 503,629.31	$18,514,129.41

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	$ 8,503,023.00	$ 6,885,705.00	**$ (1,617,318.00)**	**80.98%**
Jun-26	$ 8,659,589.00	$ 8,540,782.00	**$ (118,807.00)**	**98.63%**
Jul-26				
Jul-26				
Sep-26				
Oct-26				
Nov-26				
Dec-26				
Totals	$ 50,525,263.00	$ 44,613,768.00	**$ (5,911,495.00)**	**88.30%**

PAGOSA SPRINGS Medical Center
THE CARE YOU DESERVE, IN THE MOUNTAINS YOU LOVE

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

MEDICAL STAFF REPORT BY CHIEF OF STAFF, CORINNE REED
July 28, 2026

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
Revision of Privilege Forms	Since there is a separate moderate/conscious sedation form, the following forms were revised to remove sedation privileges listed on the form and/or add a note regarding how to request moderate/conscious sedation privileges: Cardiology, NP Oncology & Hematology, Oncology & Hematology, Ophthalmology, Orthopedics, Radiology & Teleradiology, and Surgery.

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
Gulzar Fidai, MD	Initial Appointment	Courtesy/Hospitalist	Internal Medicine
Jacob Abbas, LPC	Reappointment	BHP/LPC	Licensed Professional Counselor
Shelby Aragon, FNP-C	Reappointment	APP/NP Family Medicine	Family Medicine
Matthew Fleishman, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Samuel Fuller, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Steven Heiss, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Luke Hoagland, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Michael Lin, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Paul McCarthy, MD	Reappointment	Courtesy/Pathology	Anatomic Pathology & Clinical Pathology
Carrie Norris, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Scot Potts, MD	Reappointment	Courtesy/Pathology	Anatomic Pathology & Clinical Pathology
Gregory Reuter, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Benjamin Ropp, MD	Reappointment	Courtesy/Pathology	Anatomic Pathology & Clinical Pathology and Cytopathology
Robert Stone, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Caroline Tomas, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Shane Wheeler, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Marlena Wosiski-Kuhn, MD	Reappointment	Active/Emergency Medicine	Emergency Medicine

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY
Active: 17
Courtesy: 17
Courtesy – Locum Tenens: 1
Telemedicine: 144
Advanced Practice Providers & Behavioral Health Providers: 20
Honorary: 2
Total: 201

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

FORMAL WRITTEN RESOLUTION 2026-07
JULY 28, 2026

WHEREAS, in January of 2024, the Board of Directors of Pagosa Springs Medical Center ("Board") approved the 2024-2025 Strategic Plan which includes a tactic to evaluate the need and viability of a second/alternative EMS station to serve the community.

WHEREAS, as set forth in the Board's Resolution 2025-17 unanimously approved by the Board on November 18, 2025:

- The San Juan Rangers conveyed its interest in the building/land located at 302 San Juan Street to Pagosa Springs Medical Center ("PSMC");
- The Board authorized PSMC's CEO to negotiate and execute documents to address any rights of the Town of Pagosa Springs so that PSMC has uninterrupted right of use of 302 San Juan Street so long as it is used for EMS services; and
- The Board authorized the CEO and Foundation to fundraise to renovate the building at 3012 San Juan for use as the Eastside EMS Station ("East EMS Station").

WHEREAS, the PSMC Foundation has received $566,000 in donations that may be used toward the renovation the East EMS Station.

WHEREAS, PSMC has applied for and been awarded by the Colorado Department of Local Affairs a matching grant for $100,000 to be used on the renovation of the building.

WHEREAS, the PSMC Board approved the annual budget for 2026 before the PSMC had knowledge of the San Juan Rangers' deed to PSMC and, therefore, seeks Board approval for the use of funds from PSMC's appropriated reserves to commence and complete the renovation of the EMS East Station.

WHEREAS, the architect for the EMS East Station renovation project has provided a preliminary cost estimate of $1,200,000 (the estimate excludes contingency and the costs of furniture and furnishings); however, the actual costs of the renovation project and contingency will not be determined until the selected general contractor, Nunn Construction, completes bids for subcontractors and materials.

WHEREAS, PSMC staff seek approval from the Board to proceed with the East EMS Station renovation project based upon the estimated budget, an estimated contingency of ten percent and an estimated amount for furniture and furnishings subject to a cap of $700,000.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to: (1) request the Foundation transfer $566,000 to PSMC to be used for the East EMS Station renovation; and (2) approve the use of up to $700,000 of PSMC's appropriated reserves, as and if needed, to complete the renovations of, and operationalize, the East EMS Station.

ADOPTED by the Board of Directors this 28th day of July, 2026.

____

Kate Alfred, Chair of the Board of Directors

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

FORMAL WRITTEN RESOLUTION 2026-08
JULY 28, 2026

A RESOLUTION CALLING FOR AN ELECTION AND APPOINTING A DESIGNATED ELECTION OFFICIAL

WHEREAS, the Upper San Juan Health Service District ("**District**") is a quasi-municipal corporation and political subdivision of the State of Colorado and a duly organized and existing special district pursuant to Title 32, Article 1, Colorado Revised Statutes; and

WHEREAS, the District does business under the trade name Pagosa Springs Medical Center ("PSMC") operates a critical access hospital, EMS/Ambulance services and a rural health clinic; and

WHEREAS, at an election held under Article X, Section 20 of the Colorado Constitution ("**TABOR**") on November 6, 2001, the District's voters approved a ballot question which (1) allowed a maximum mill levy rate of 3.884 mills (the "**Mill Levy**") and (2) authorized the District, through December 31, 2006, to collect, retain and spend all revenues generated from its existing general operating mill levy and any other source, as an exemption to the provisions and restrictions set forth in TABOR (also known as "de-Brucing"); and

WHEREAS, on May 2, 2006, the District's voters approved a ballot question which allowed the Mill Levy to be pledged as security for the 2006/2007 bonds to finance construction of Pagosa Springs Medical Center; and

WHEREAS, on November 7, 2006, the District's voters approved a ballot question to extend the exemption from TABOR ("de-Brucing" authorization) through December 31, 2016; and

WHEREAS, on November 8, 2016, the District's voters approved a ballot question to once again extend the exemption from TABOR ("de-Brucing" authorization) through December 31, 2026; and

WHEREAS, in accordance with the Colorado Constitution, an "enterprise" is excluded from TABOR -- an "**enterprise**" is: (1) a government-owned business, (2) is authorized to issue its own revenue bonds, and (3) receives less than ten percent of its annual revenue from all state and local government sources combined, excluding proceeds of revenue bonds and other amounts excluded by law; and

WHEREAS, the District provides EMS/ambulance, hospital and outpatient medical services and pays for a substantial majority of the District's operations through fees and charges received for its services (specifically, the District receives less than 10% of its annual revenues from all state and local government sources combined, excluding amounts excluded by law); and

WHEREAS, the District is authorized to issue revenue bonds (and has issued revenue bonds); and

WHEREAS, the District is an enterprise and so long as the District continues to qualify as an enterprise it will continue to be excluded from TABOR; and

WHEREAS, despite its enterprise status, the District has continually requested (and received approval from the voters) for an exemption from TABOR to ensure that the District can (1) pursue, without risk of loss of its enterprise status, the maximum amount of available governmental grants, and (2) minimize the risk of loss of enterprise status resulting from changes to existing law; and

WHEREAS, the Board of Directors of the District (the "**Board**") has determined and hereby determines and declares that the interest of the District and the public interest and necessity require that the District be expressly authorized under TABOR to collect, retain and spend all revenues received by the District, as an exemption to the provisions and restrictions set forth in TABOR, to carry out the objects and purposes of the District; and

WHEREAS, it is necessary to submit to the eligible electors of the District the question of authorizing the District to collect, retain and spend all District revenues, and the Board hereby determines that such question should be presented to the District's eligible electors at an election to be held on November 3, 2026 (the "**Election**"), in accordance with the Special District Act (the "**Act**"), the Uniform Election Code of 1992 (the "**Code**"), and TABOR (the Act, the Code and TABOR being referred to jointly as the "**Election Laws**") to carry out the objects and purposes of District; and

WHEREAS, the Election will be conducted as a coordinated election, and the Archuleta, Hinsdale and Mineral County Clerks (collectively, the "**County Clerks**") are the Coordinated Election Officials for the Election and shall be responsible for mailing the notice required pursuant to Article X, Section 20 of the Colorado Constitution ("**TABOR Notice**"); and

WHEREAS, the District is required to enter into Intergovernmental Agreements with each County Clerk regarding the conduct of the Election and mailing of the TABOR Notice on or before the statutory deadline of August 25, 2026; and

WHEREAS, the District intends to cooperate with the County Clerks to provide all necessary ballot titles and notices and various agreements with the County Clerks for the conduct of the Election and mailing of the TABOR Notice.

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

1. An election of the eligible electors of the District shall be held on Tuesday, November 3, 2026, at which Election there shall be submitted to the eligible electors of the District the question as stated in the form of ballot title attached hereto as Exhibit A.

2. The Board hereby designates Antoinette Martinez as the Designated Election Official for the conduct of the Election on behalf of the District, who is hereby authorized and directed to proceed with any action necessary or appropriate to effectuate the provisions of this Resolution and of the Election Laws, or other applicable laws. The Election shall be conducted in accordance with the Election Laws, and other applicable laws.

3. The Board hereby approves and authorizes the Designated Election Official to execute and enter into Intergovernmental Agreements with the County Clerks of Archuleta, Mineral and Hinsdale Counties, Colorado, on behalf of the District, regarding the conduct of the Election and the mailing of the TABOR Notice. The Election and mailing of the District's TABOR Notice shall be in accordance with the provisions of such Intergovernmental Agreements.

4. The Election shall be conducted in coordination with the County Clerk and Recorder offices of Archuleta, Hinsdale and Mineral Counties in accordance with all relevant provisions of the Election Laws. The County Clerks are the Coordinated Election Official for the Election and shall be responsible for mailing the TABOR Notice.

5. Pursuant to Section 1-11-203.5, C.R.S., any election contest arising out of a ballot issue or ballot question election concerning the order of the ballot or the form or content of the ballot title shall be commenced by petition filed with the proper court within five (5) days after the title of the ballot issue or ballot question is set.

6. If any part or provision of this Resolution is adjudged to be unenforceable or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of this Resolution, it being the Board's intention that the various provisions hereof are severable.

7. Any and all actions previously taken by the Designated Election Official or the Chair of the Board of Directors or any other persons acting on their behalf pursuant to the Act, the Code or other applicable laws, are hereby ratified and confirmed.

8. All acts, orders, and resolutions, or parts thereof, of the Board which are inconsistent or in conflict with this Resolution are hereby repealed to the extent only of such inconsistency or conflict.

9. The provisions of this Resolution shall take effect immediately.

ADOPTED by the Board of Directors this 28th day of July, 2026.

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Kate Alfred, Chair of the Board of Directors

Exhibit A

Form of TABOR Ballot Issue

WITHOUT RAISING TAXES, SHALL THE UPPER SAN JUAN HEALTH SERVICE DISTRICT (WHICH OPERATES PAGOSA SPRINGS MEDICAL CENTER AND PROVIDES EMS/AMBULANCE SERVICES, HOSPITAL AND OUTPATIENT MEDICAL CARE TO THE COMMUNITY) BE AUTHORIZED TO CONTINUE TO COLLECT, RETAIN, AND SPEND ALL REVENUES OF THE DISTRICT IN EACH FISCAL YEAR HEREAFTER WITHOUT REGARD TO ANY REVENUE OR SPENDING LIMITATION CONTAINED IN ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION OR SECTION 29-1-301, C.R.S.?

MINUTES OF REGULAR BOARD MEETING
Tuesday, June 23, 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 June 23, 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, Director Erik Foss, Director Ashley Wilson

Board members present via Teams: Director Gwen Taylor
Board members present via telephone: None
Board members absent: None

1) **<u>CALL TO ORDER</u>**
   a) <u>Call for quorum:</u> 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) <u>Board member self-disclosure of actual, potential or perceived conflicts of interest:</u> None.
   c) <u>Approval of the Agenda:</u> Director Erik Foss motioned to approve the agenda with no changes. Director Mark Floyd seconded; the Board Members in attendance unanimously approved the agenda.

2) **<u>PUBLIC COMMENT</u>**
   None

3) **<u>PRESENTATIONS</u>** ***The 2025 Audit – Kami Matzek and Jeremy Valdez of Dingus, Zarecor & Associates, PLLC ("DZA") presented, via Teams, a brief overview of the 2025 Audit report and opinion of the auditor as well as financial indicators. The Independent Auditor's Report included a statement of key matters regarding the auditor's scope of work and the opinion of the auditor. In DZA's opinion, the financial statements "present fairly, in all material respects, the financial position of the District as of December 31, 2025, and 2024, and the changes in its financial position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America."***

4) **<u>REPORTS</u>**
   a) <u>Oral Reports</u>
      i) Chair Report
         - Chair Alfred expressed her sincere appreciation to everyone who helped plan, prepare for, and participate in the fundraising Gala. She remarked that the event was exceptionally well organized, professional, and elegant. She also commended the team for effectively showcasing who we are as an organization, highlighting both our accomplishments within the community and our vision for the future.

      ii) CEO Report

CEO Rhonda Webb advised the following update:

- CEO Webb reiterated Chair Alfred's sentiments, expressing her appreciation to everyone who contributed to the success of the fundraising Gala. CEO Webb recognized Jodi Scarpa for her outstanding leadership in coordinating the Gala, noting that she led the effort with the support of many dedicated employee volunteers. CEO Webb shared that the fundraising event was very well received by the attendees and generated numerous meaningful conversations about fundraising efforts for the future Eastside EMS Station. CEO Webb also complimented the spectacular floral arrangements (created by former EMS employee Nicole LaGioia), which added to the evening's atmosphere. CEO Webb expressed sincere gratitude to Alley House for once again providing the venue, food and labor for the Gala.
- CEO Webb reported that the organization received a clean audit, reflecting the Medical Center's continued commitment to sound financial management.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

None

v) Facilities Committee

None

vi) Strategic Planning Committee Report

The Strategic Planning Committee met on June 16, 2026. Chair Kate Alfred summarized the written report in the Board Packet highlighting TABOR matters, specifically the Resolution to participate in the 2026 coordinated election. Questions asked and answered.

vii) Finance Committee Report

CFO, Chelle Keplinger, presented and discussed financials for May 2026. Questions asked and answered.

b) <u>Written Reports</u>

i) Medical Staff Report – Chief of Staff, Dr. Corinne Reed, D.O. Questions asked and answered.

5) <u>EXECUTIVE SESSION</u>

None

6) <u>DECISION AGENDA</u>

a) <u>Consideration of Resolution 2026-06</u> regarding approval to notify the Archuleta, Hinsdale and Mineral County Clerks in writing of intent to participate in the 2026 General Election.

i) Director Mark Floyd motioned to approve Resolution 2026-06 regarding approval to notify the County Clerk in writing of intent to participate in the 2026 General Election. The motion was seconded by Vice Chair Matt Mees, and the Board Members in attendance unanimously approved.

7) <u>CONSENT AGENDA</u>

Director Erik Foss motioned to approve the consent agenda (approval of Board Member absences, and approval of the regular meeting minutes of 05/12/2026 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 and

Director Wayne Hooper abstained from the vote regarding the regular meeting minutes as they were not present at the May 12, 2026, meeting.

8) <u>OTHER BUSINESS</u>

- Next Board Meeting July 28, 2026, at 5:00 pm.

9) <u>ADJOURN</u>

There being no further business, Chair Alfred adjourned the regular meeting at 5:37 p.m. MDT.

Respectfully submitted by:
Antoinette Martinez, serving as Clerk to the Board

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