NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, August 25, 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** **Business Development by Interim Chief Operating Officer Jason Webb**

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 R.Webb
      vii) Finance Committee Report — Treas. Floyd, Dir. Hooper, CFO Keplinger
         (a) Financials for July 2026

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

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

5) DECISION AGENDA
   a) N/A

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 08/25/2026
   b) Approval of Minutes for the following meeting(s):
      i) Regular meeting of 07/28/2026
   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
Upcoming Meetings:
- September: No meeting due to two meetings in October
- Thursday, October 8, 2026, at 5:00 p.m. MT (public hearing on the draft budget)
- Tuesday, October 27, 2026, at 5:00 p.m. MT

PAGOSA SPRINGS Medical Center

Upper San Juan Health Service District

THE CARE YOU DESERVE, IN THE MOUNTAINS YOU LOVE

PSMC BOARD FACILITIES COMMITTEE

Report for the PSMC Board Meeting on August 25, 2026

The Board's Facilities Committee met on August 18, 2026, with the following committee members present: Vice Chair Matt Mees, Director Gwen Taylor, At-Large Member Kathee Douglas, the CEO, the CAO, the Interim COO, the Director of IT/Facilities/Security, the Manager of Community Relations, and the Controller. The report below summarizes discussions of the Committee.

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

a) **302 San Juan St. – East Side EMS**
   (1) Construction Documents complete.
   (2) In July of 2026, the Board approved additional use of reserve funds to complete the project. Fund raising also continues.
   (3) Pre-construction Open House on Wednesday, September 16th.
   (4) Construction expected to start in late September or early October – project not expected to be complete until June 2027.

b) **CORE Building Remodel:**
   (1) Working on simplified project (reduced cost and scope) to refresh paint, flooring, some temporary walls for an education room, a few window changes, and exterior stucco repair.

c) **ED Safety and Efficiency Remodel**
   (1) PSMC is proceeding with purchase and install of a new Jeron nurse call system (this will be handled internally by staff and is no longer part of the ED renovation project). Timing dependent on arrival of equipment and timing of other projects – expect to install prior to end of year.
   (2) Designs are near completion and the General Contractor will price the project as a "shopping list" of options.
   (3) Outstanding issue is evaluation of HVAC needs as first need to complete duct cleaning and then rebalance of systems to assess whether we can achieve required pressures and air exchanges.

d) **Clinic Remodel – Convert administrative space to 2 additional patient clinic rooms and provider 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) Construction work will be $210,000.
   (3) Work will begin in September and project anticipated to be complete in November.

e) **Campus Monument Sign**
   (1) Designs are in progress. Requesting the designer to assess limitation of land use code for signage.

f) **Hospital Roof**
   (1) Hospital roof replacement commences the week of August 24th; safety plans in place related to roof work as well as issues associated with helicopter path.

PAGOSA SPRINGS Medical Center

Upper San Juan Health Service District

THE CARE YOU DESERVE, IN THE MOUNTAINS YOU LOVE

PSMC STRATEGIC PLANNING COMMITTEE

Report for the PSMC Board Meeting on August 25, 2026

The Board's Strategic Planning Committee met on August 18, 2026 (present: Chair/Dir. Kate Alfred, Treasurer/Dir. Mark Floyd, at-large member Kathy Campbell as well as the CEO, CAO, Interim COO, the Controller, 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>**: The Committee discussed some challenges ahead including: yet-to-be-identified changes that will develop over the next five years with the electronic health record and artificial intelligence, preliminary information with a compensation survey and focus on addressing compensation of staff where we have travelers, need for certain additional staffing related to business development/growth, and need for data and mapping of data from numerous sources.

BOARD FINANCE COMMITTEE

Report for the PSMC Board Meeting on August 25, 2026

The PSMC Board's Finance Committee met on August 18, 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, Interim COO, and the Controller). The report below summarizes the July financials and any discussions of the Committee.

1) **<u>July Financial Reports</u>**:
   a) **<u>Bottom line for the Month of July</u>**: PSMC had a loss for the month of July of <-$263,872.00>. Year-to-date, PSMC is budgeted to have a loss of <-$1,154,464.00> and PSMC has a loss of <-$1,172,947.00>. While PSMC's year-to-date bottom line falls short of budget by only $18,483, the Finance Committee discussed that gross charges are YTD 11.2% below budget and net patient revenues are YTD 7.4% below budget and whether adjusted forecasting for the remainder of the year would be prudent.
   b) **<u>Income statement for July</u>**:
      i) Expenses were slightly more than budget; however, contract labor (traveler staff) are 147.4% over budget for the month of July and 55.5% over budget year-to-date. Plans are being developed to address contract labor, but we expect these expenses to continue, at a minimum, through the end of year.
   c) **<u>Accounts Receivable</u>**: Accounts Receivable remained higher than normal (but still within an acceptable range) at 60.8 days.
   d) **<u>Cash on Hand and Statement of Cash Flows</u>**: Cash increased slightly from 128.8 days of cash on hand to 128.9 days on hand.

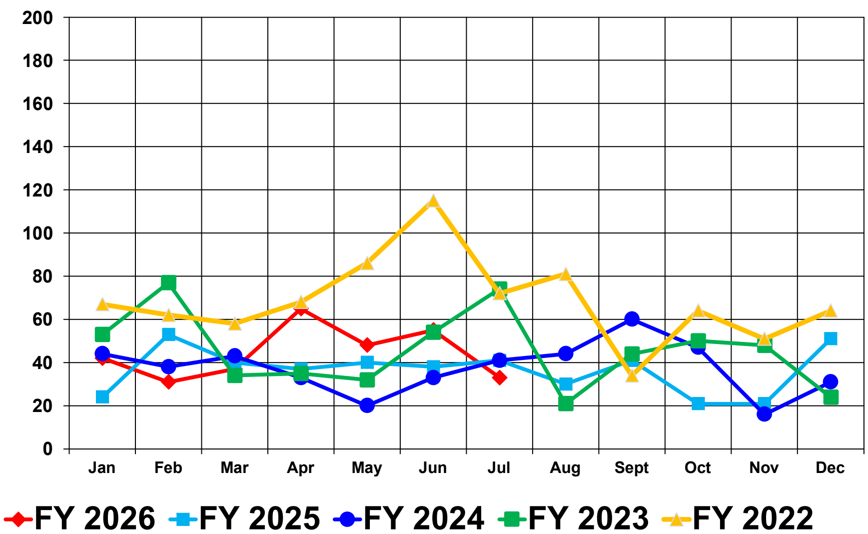
2) **<u>Other</u>** N/A

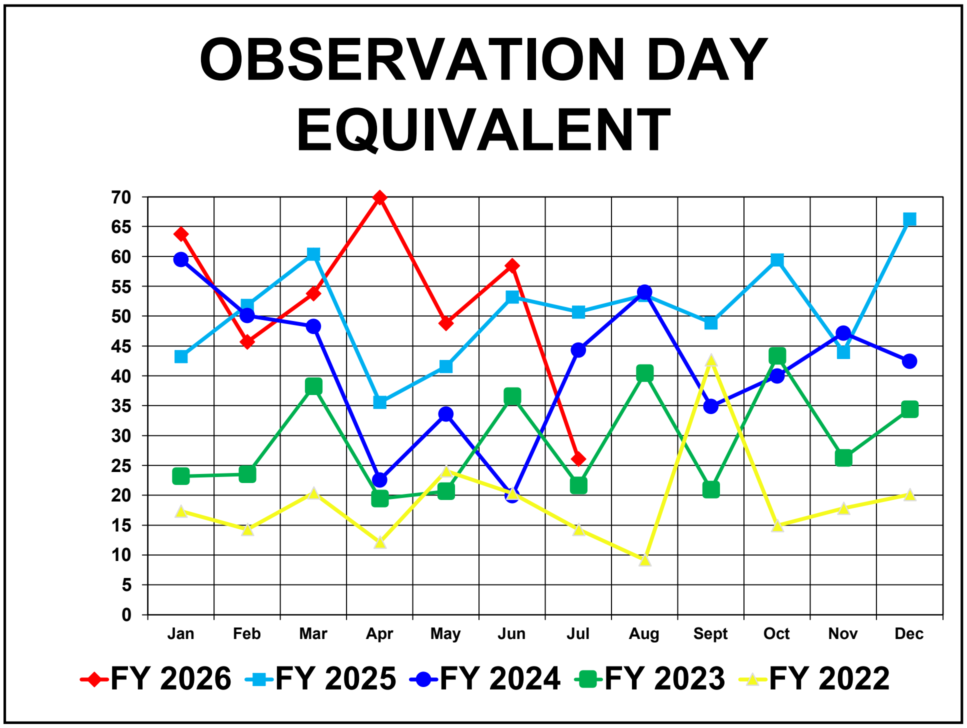
3) **<u>Comments of Finance Committee</u>** No objections to the July financials.

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

FINANCIAL PRESENTATION
YTD JULY 2026

PATIENT DAYS




OBSERVATION DAY EQUIVALENT
70
65
60
55
50
45
40
35
30
25
20
15
10
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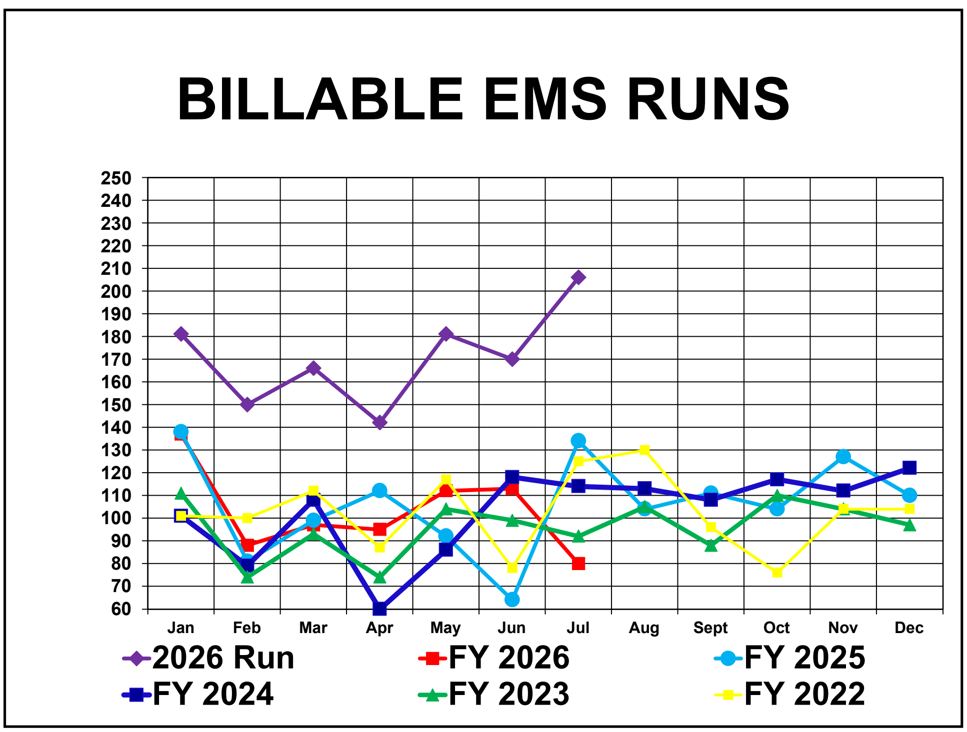
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022


BILLABLE EMS RUNS
250
240
230
220
210
200
190
180
170
160
150
140
130
120
110
100
90
80
70
60
Jan
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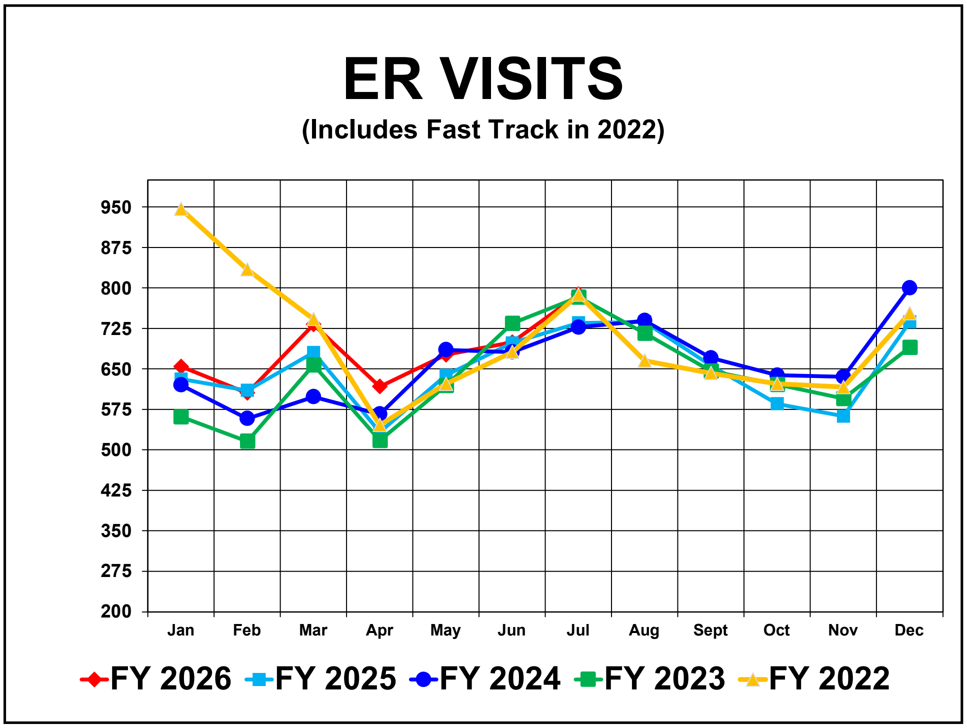
2026 Run
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022


ER VISITS
(Includes Fast Track in 2022)
950
875
800
725
650
575
500
425
350
275
200
Jan
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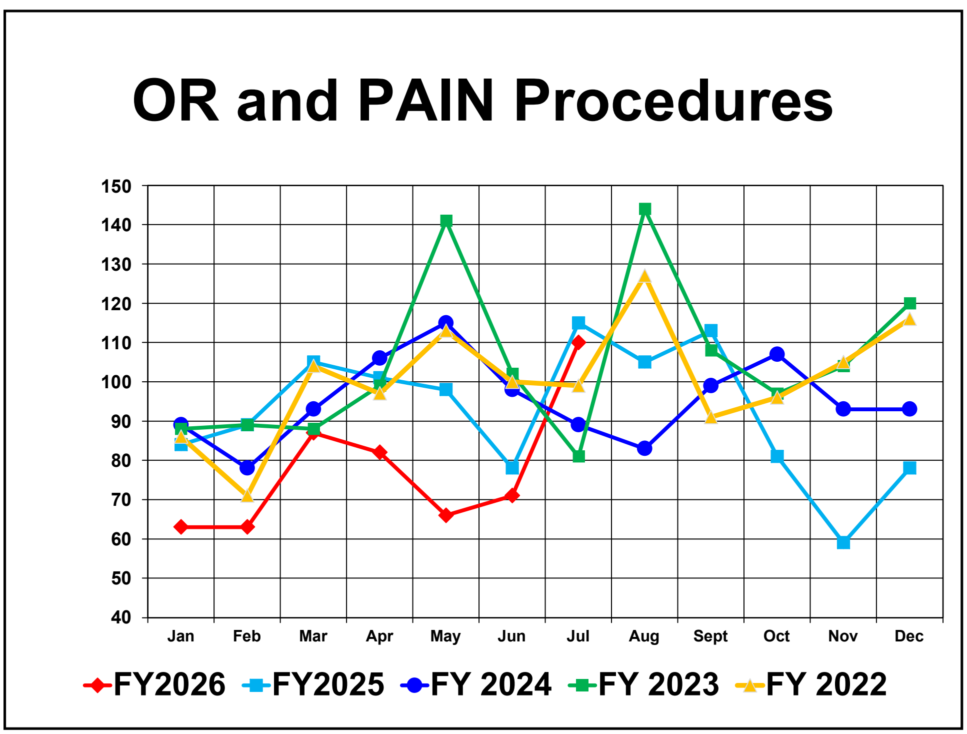
FY 2024
FY 2023
FY 2022


OR and PAIN Procedures
150
140
130
120
110
100
90
80
70
60
50
40
Jan
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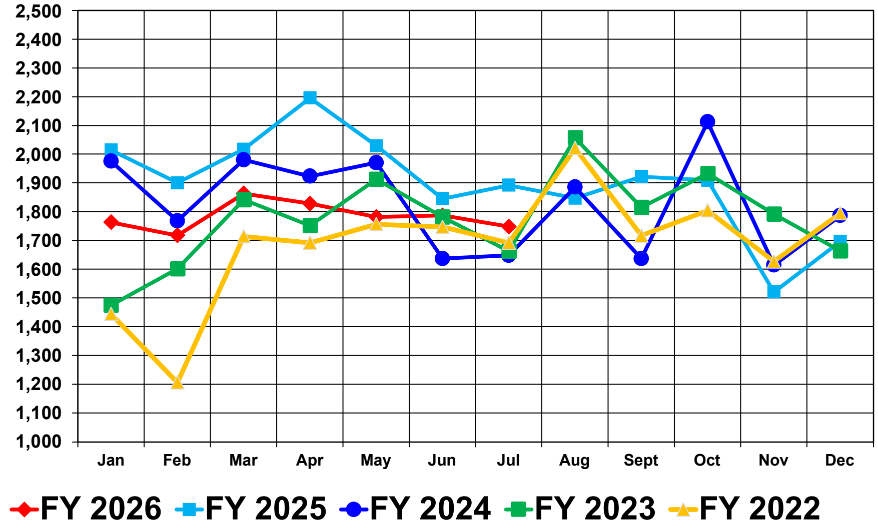
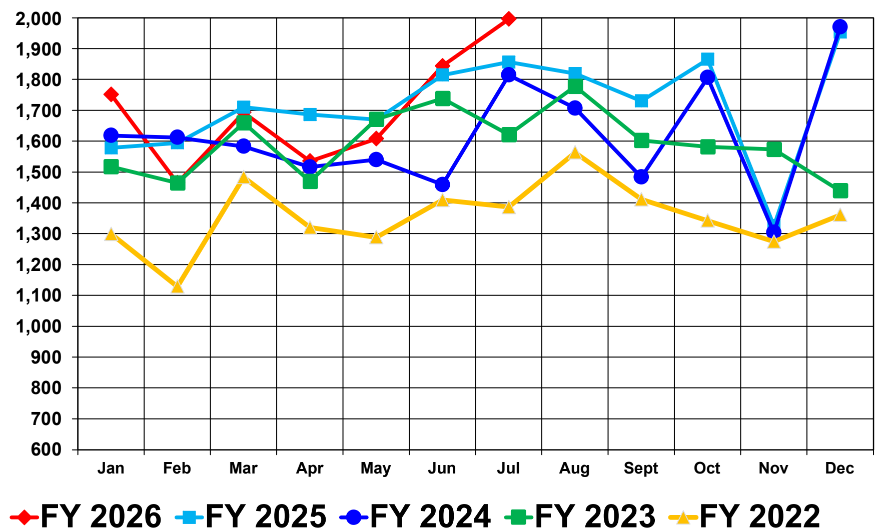
FY 2022

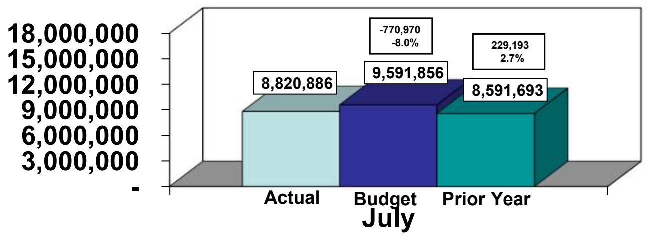
RURAL HEALTH CLINIC VISITS

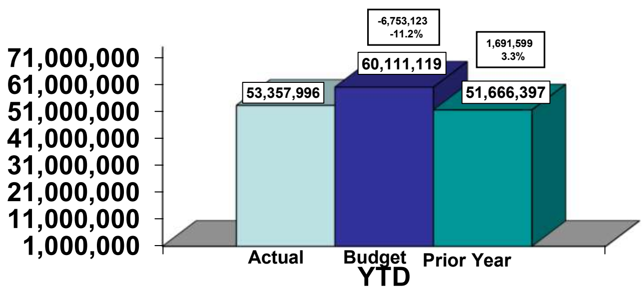


RADIOLOGY EXAMS

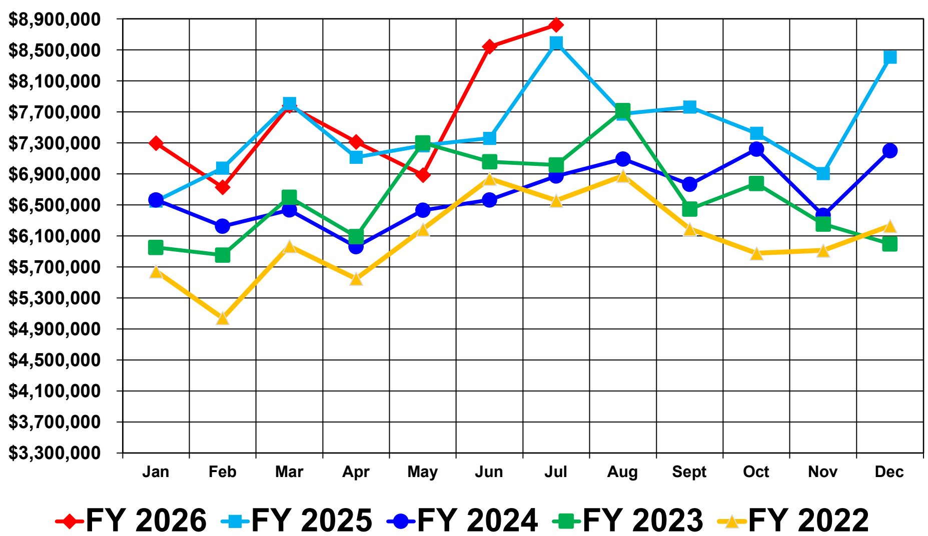


GROSS CHARGES

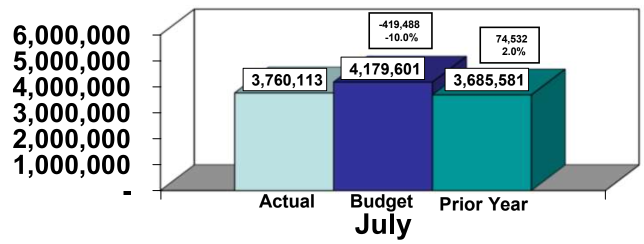


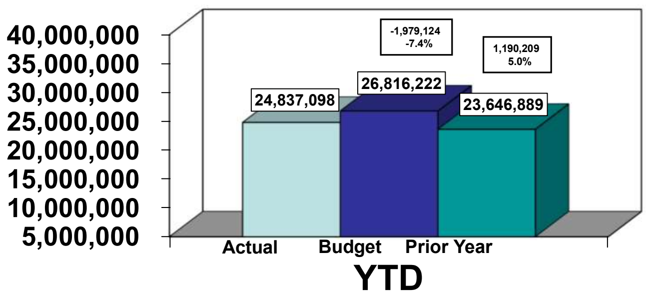


GROSS CHARGES

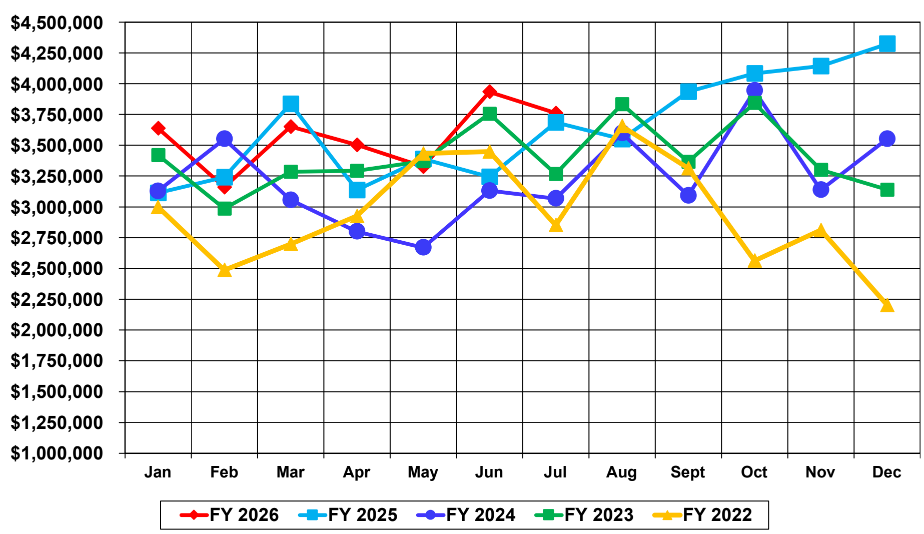


NET PATIENT REVENUE

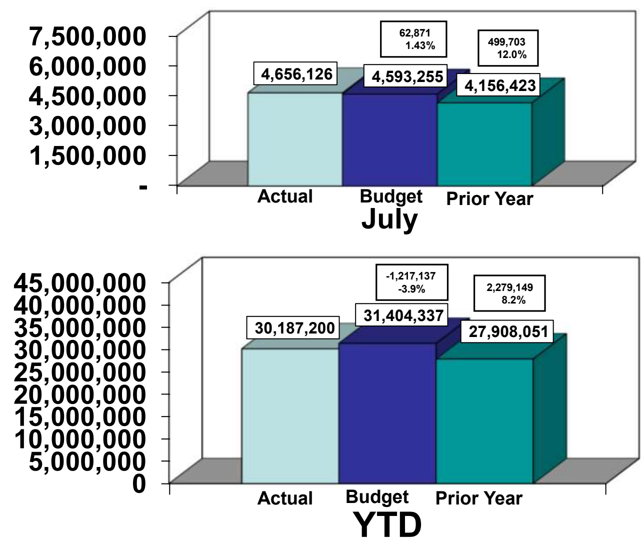




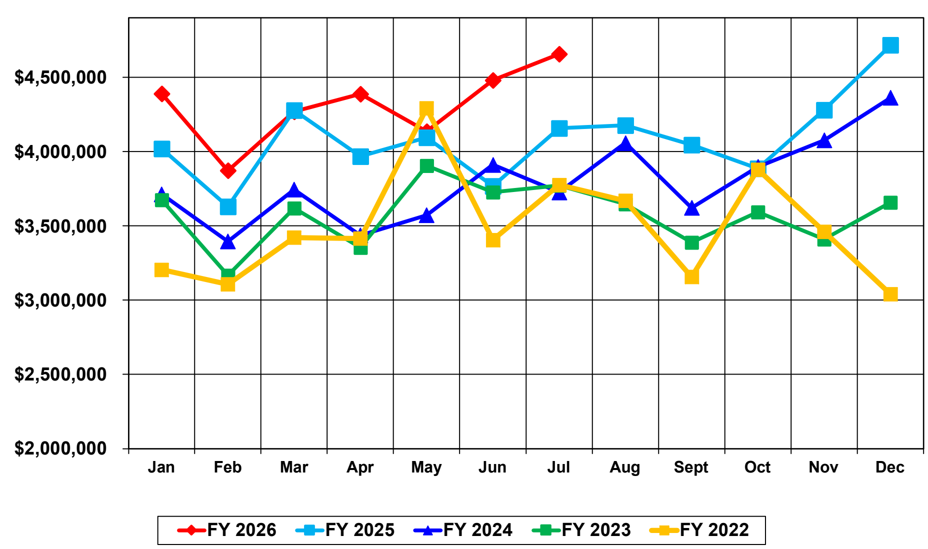
NET PATIENT REVENUE

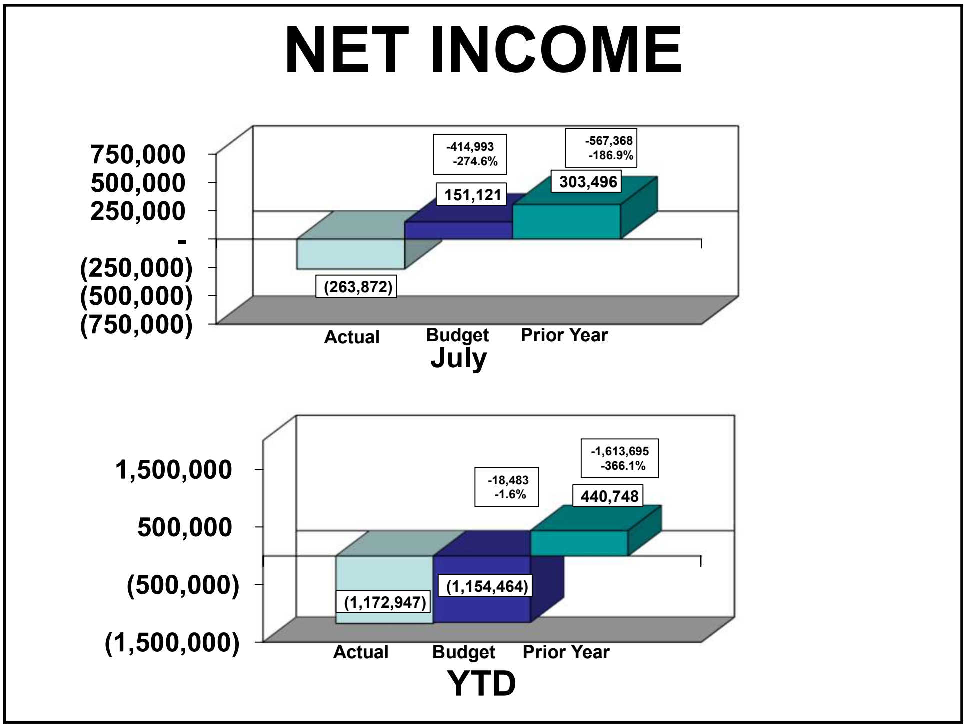


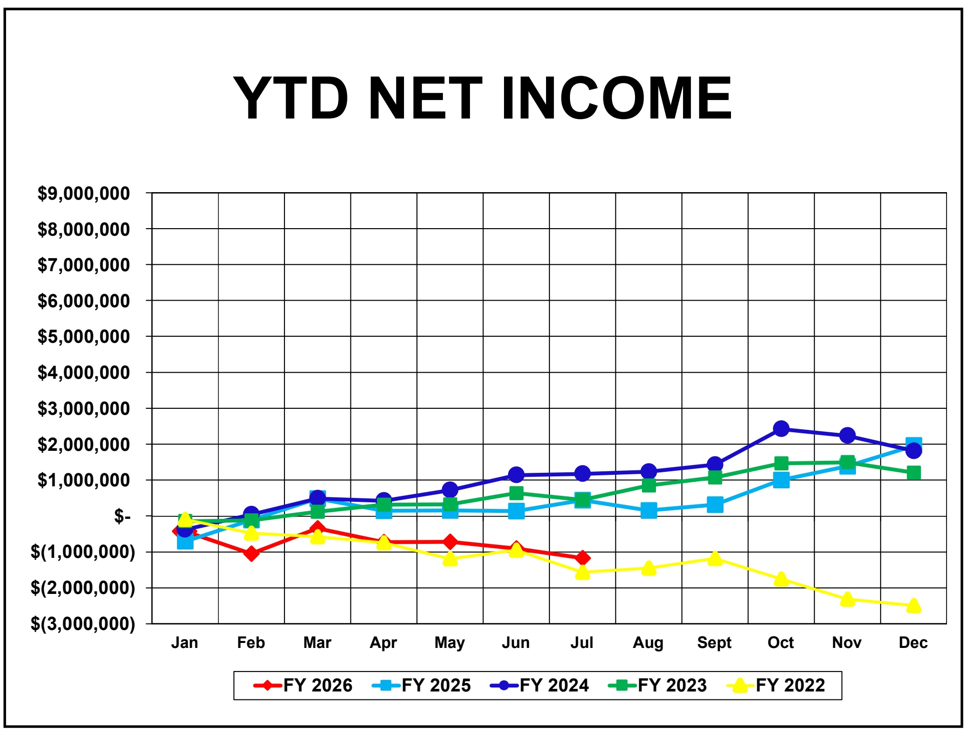
EXPENSES



EXPENSES




NET INCOME
750,000
500,000
250,000
-
(250,000)
(500,000)
(750,000)
-414,993
-274.6%
-567,368
-186.9%
151,121
303,496
(263,872)
Actual
Budget
Prior Year
July
1,500,000
500,000
(500,000)
(1,500,000)
-18,483
-1.6%
-1,613,695
-366.1%
440,748
(1,172,947)
(1,154,464)
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)
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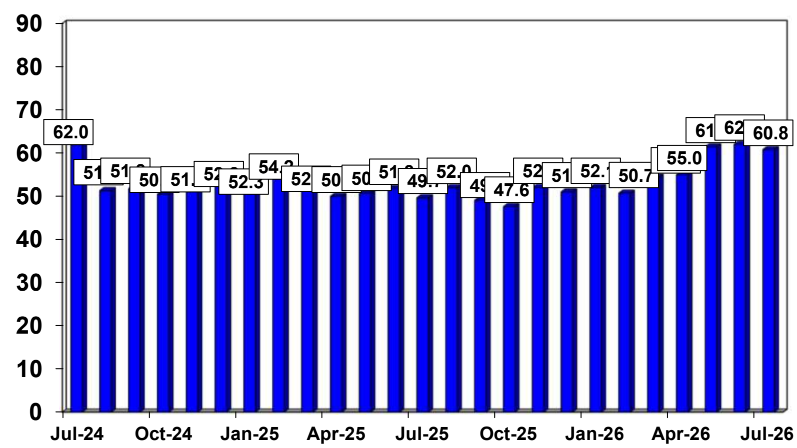
FY 2026
FY 2025
FY 2024
FY 2023
FY 2022

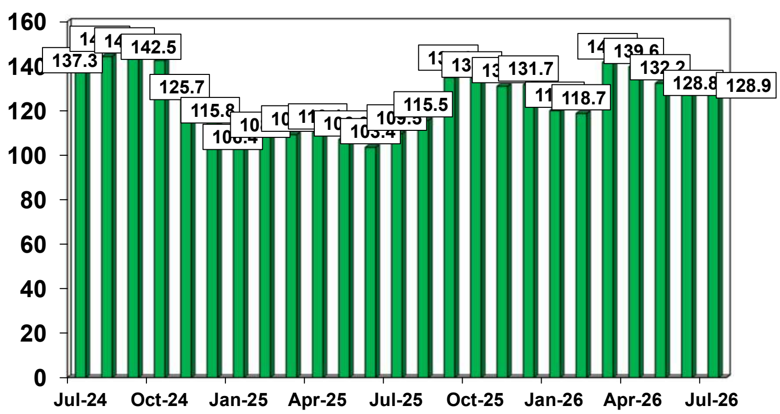
Summary of Financials

		JUNE		JULY	
Gross Charges		8,540,781		8,820,886	
Net Patient Revenue		3,933,844		3,760,113	
Expenses		4,480,512		4,656,126	
Grants, Misc and Tax Revenue		357,102		632,141	
	Grants and Misc		207,920		375,125
	Tax Revenue		149,182		257,016
Net Income		(189,566)		(263,872)	

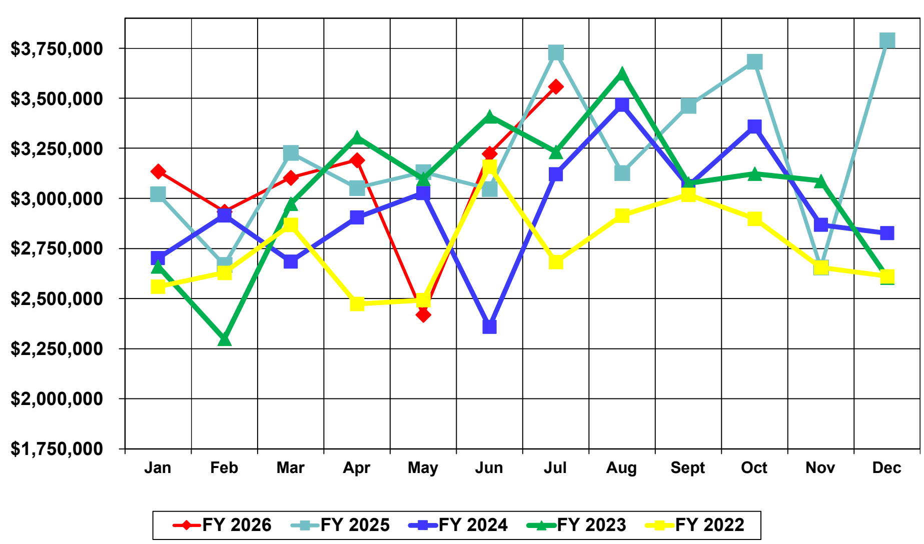
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Pagosa Springs Medical Center

Income Statement Comparison - - - July 31, 2026

		Current Month				Year-to-Date			
		2026	Budget	Difference	Variance	2026	Budget	Difference	Variance
	Revenue								
7	Total In-patient Revenue	191,196	238,215	(47,019)	-19.7%	1,800,850	1,550,806	250,044	16.1%
17	Total Out-patient Revenue	8,110,860	8,646,378	(535,518)	-6.2%	48,036,036	53,348,994	(5,312,958)	-10.0%
18	Professional Fees	518,830	707,263	(188,433)	-26.6%	3,521,110	5,211,319	(1,690,209)	-32.4%
19	**Total Patient Charges**	**8,820,886**	**9,591,856**	**(770,970)**	**-8.0%**	**53,357,996**	**60,111,119**	**(6,753,123)**	**-11.2%**
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,732,904	5,262,493	(529,589)	-10.1%	28,165,394	32,456,603	(4,291,209)	-13.2%
22	Charity	53,078	48,050	5,028	10.5%	310,860	296,350	14,510	4.9%
23	Bad Debt	606,908	446,082	160,826	36.1%	2,420,221	2,751,224	(331,003)	-12.0%
24	Provider Fee & Other	(332,117)	(344,370)	12,253	-3.6%	(2,375,577)	(2,209,280)	(166,297)	7.5%
25	Total Revenue Deductions & Bad Debt	5,060,773	5,412,255	(351,482)	-6.5%	28,520,898	33,294,897	(4,773,999)	-14.3%
26	**Total Net Patient Revenue**	**3,760,113**	**4,179,601**	**(419,488)**	**-10.0%**	**24,837,098**	**26,816,222**	**(1,979,124)**	**-7.4%**
27	Grants	67,639	80,301	(12,662)	-15.8%	150,797	188,062	(37,265)	-19.8%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30	Other Operating Income - Misc	245,712	98,096	147,616	150.5%	1,072,611	704,341	368,270	52.3%
31	**Total Net Revenues**	**4,073,464**	**4,357,998**	**(284,534)**	**-6.5%**	**26,060,506**	**27,708,625**	**(1,648,119)**	**-5.9%**
32	**Operating Expenses**								
33	Salary & Wages	2,083,615	2,332,484	(248,869)	-10.7%	14,432,213	15,959,245	(1,527,032)	-9.6%
34	Benefits	345,956	386,347	(40,391)	-10.5%	2,514,947	2,610,483	(95,536)	-3.7%
35	Professional Fees/Contract Labor	342,037	138,232	203,805	147.4%	1,516,990	975,575	541,415	55.5%
36	Purchased Services	265,948	233,784	32,164	13.8%	1,644,782	1,600,216	44,566	2.8%
37	Supplies	922,095	793,211	128,884	16.2%	5,290,974	5,396,564	(105,590)	-2.0%
38	Rent & Leases	25,149	20,650	4,499	21.8%	147,971	144,550	3,421	2.4%
39	Repairs & Maintenance	90,784	68,149	22,635	33.2%	457,837	472,099	(14,262)	-3.0%
40	Utilities	40,498	47,392	(6,894)	-14.5%	277,522	321,208	(43,686)	-13.6%
41	Insurance	44,455	40,572	3,883	9.6%	307,899	284,003	23,896	8.4%
42	Depreciation & Amortization	256,663	260,945	(4,282)	-1.6%	1,777,160	1,765,634	11,526	0.7%
43	Interest	96,716	98,777	(2,061)	-2.1%	688,264	678,594	9,670	1.4%
44	Other	142,210	172,712	(30,502)	-17.7%	1,130,641	1,196,166	(65,525)	-5.5%
45	**Total Operating Expenses**	**4,656,126**	**4,593,255**	**62,871**	**1.4%**	**30,187,200**	**31,404,337**	**(1,217,137)**	**-3.9%**
46	**Operating Revenue Less Expenses**	**(582,662)**	**(235,257)**	**(347,405)**	**-147.7%**	**(4,126,694)**	**(3,695,712)**	**(430,982)**	**-11.7%**
47	**Non-Operating Income**								
48	Interest Income	61,774	54,420	7,354	13.5%	388,808	326,220	62,588	19.2%
49	Tax Revenue	257,016	331,958	(74,942)	-22.6%	2,198,531	2,065,028	133,503	6.5%
50	Donations	-	-	-	0.0%	366,408	150,000	216,408	144.3%
51	**Total Non-Operating Income**	318,790	386,378	(67,588)	-17.5%	2,953,747	2,541,248	412,499	16.2%
52	**Total Revenue Less Total Expenses**	**$ (263,872)**	**$ 151,121**	**$ (414,993)**	**-274.6%**	**$ (1,172,947)**	**$ (1,154,464)**	**$ (18,483)**	**-1.6%**

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 - - - July 31, 2026

		Current Month				Year-to-Date			
		2026	2025	Difference	Variance	2026	2025	Difference	Variance
	Revenue								
7	Total In-patient Revenue	191,196	166,907	24,289	14.6%	1,800,850	1,238,916	561,934	45.4%
17	Total Out-patient Revenue	8,110,860	7,781,609	329,251	4.2%	48,036,036	46,470,281	1,565,755	3.4%
18	Professional Fees	518,830	643,177	(124,347)	-19.3%	3,521,110	3,957,200	(436,090)	-11.0%
19	**Total Patient Charges**	**8,820,886**	**8,591,693**	**229,193**	**2.7%**	**53,357,996**	**51,666,397**	**1,691,599**	**3.27%**
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,732,904	4,385,148	347,756	7.9%	28,165,394	27,845,207	320,187	1.1%
22	Charity	53,078	30,832	22,246	72.2%	310,860	305,871	4,989	1.6%
23	Bad Debt	606,908	813,941	(207,033)	-25.4%	2,420,221	2,135,093	285,128	13.4%
24	Provider Fee & Other	(332,117)	(323,809)	(8,308)	2.6%	(2,375,577)	(2,266,663)	(108,914)	4.8%
25	Total Revenue Deductions & Bad Debt	5,060,773	4,906,112	154,661	3.2%	28,520,898	28,019,508	501,390	1.8%
26	**Total Net Patient Revenue**	**3,760,113**	**3,685,581**	**74,532**	**2.0%**	**24,837,098**	**23,646,889**	**1,190,209**	**5.03%**
27	Grants	67,639	95,362	(27,723)	-29.1%	150,797	505,218	(354,421)	-70.2%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30	Other Operating Income - Misc	245,712	230,402	15,310	6.6%	1,072,611	955,737	116,874	12.2%
31	**Total Net Revenues**	**4,073,464**	**4,011,345**	**62,119**	**1.5%**	**26,060,506**	**25,107,844**	**952,662**	**3.79%**
32	**Operating Expenses**								
33	Salary & Wages	2,083,615	1,900,081	183,534	9.7%	14,432,213	13,582,909	849,304	6.3%
34	Benefits	345,956	341,756	4,200	1.2%	2,514,947	2,374,793	140,154	5.9%
35	Professional Fees/Contract Labor	342,037	220,135	121,902	55.4%	1,516,990	1,215,488	301,502	24.8%
36	Purchased Services	265,948	270,059	(4,111)	-1.5%	1,644,782	1,409,382	235,400	16.7%
37	Supplies	922,095	782,472	139,623	17.8%	5,290,974	4,783,524	507,450	10.6%
38	Rent & Leases	25,149	32,557	(7,408)	-22.8%	147,971	206,521	(58,550)	-28.4%
39	Repairs & Maintenance	90,784	43,033	47,751	111.0%	457,837	362,697	95,140	26.2%
40	Utilities	40,498	44,165	(3,667)	-8.3%	277,522	278,428	(906)	-0.3%
41	Insurance	44,455	35,770	8,685	24.3%	307,899	267,915	39,984	14.9%
42	Depreciation & Amortization	256,663	234,916	21,747	9.3%	1,777,160	1,591,132	186,028	11.7%
43	Interest	96,716	103,182	(6,466)	-6.3%	688,264	735,175	(46,911)	-6.4%
44	Other	142,210	148,297	(6,087)	-4.1%	1,130,641	1,100,087	30,554	2.8%
45	**Total Operating Expenses**	**4,656,126**	**4,156,423**	**499,703**	**12.0%**	**30,187,200**	**27,908,051**	**2,279,149**	8.17%
46	**Operating Revenue Less Expenses**	**(582,662)**	**(145,078)**	**(437,584)**	**-301.6%**	**(4,126,694)**	**(2,800,207)**	**(1,326,487)**	**-47.4%**
47	**Non-Operating Income**								
48	Interest Income	61,774	50,769	11,005	21.7%	388,808	353,077	35,731	10.1%
49	Tax Revenue	257,016	397,805	(140,789)	-35.4%	2,198,531	2,137,319	61,212	2.9%
50	Donations	-	-	-	-	366,408	750,559	(384,151)	-51.2%
51	**Total Non-Operating Income**	318,790	448,574	(129,784)	-28.9%	2,953,747	3,240,955	(287,208)	-8.9%
52	**Total Revenue Less Total Expenses**	**$ (263,872)**	**$ 303,496**	**$ (567,368)**	**-186.9%**	**$ (1,172,947)**	**$ 440,748**	**(1,613,695)**	**-366.1%**

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 - - July 31, 2026

Assets	Current Month	Prior Month	
Current Assets			
Cash			
Operating (TBK)	$ 1,469,499	$ 1,572,854	
COLO Trust	1,933,591	1,927,417	
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	
Bond Funds - 2016 Bonds (UMB)	1,339	1,338	
Bond Funds - 2021 (UMB)	8,165,672	7,900,559	
CSIP Investments	5,698,071	5,680,031	
Escrow - UMB	-	-	
COVID PPP	-	-	
IRS ERC TBK Cash Restricted	2,082,500	2,078,083	**
Medicare Accelerated Pmt	-	-	
Total Cash	20,229,403	20,039,013	
Accounts Receivable			
Patient Revenue - Net	5,057,758	5,193,026	
Other Receivables	251,246	505,982	
Total Accounts Receivable	5,309,004	5,699,008	
Inventory	2,204,680	2,208,142	
Total Current Assets	27,743,087	27,946,163	
Fixed Assets			
Property Plant & Equip (Net)	22,467,812	22,539,986	
GASB 87 & 96 Assets (Net)	3,480,721	3,520,531	
Work In Progress	1,044,637	1,035,799	
Land	704,021	704,021	
Total Fixed Assets	27,697,191	27,800,337	
Other Assets			
Prepaids & Other Assets	519,332	558,395	
Total Other Assets	519,332	558,395	
Total Assets	**$ 55,959,610**	**$ 56,304,895**	

Liabilities	Current Month	Prior Month	
Current Liabilities			
Accts Payable - System	$ 1,312,381	$ 1,422,194	
Accrued Expenses	586,119	419,856	
Cost Report Settlement Res	489,669	501,331	
Wages & Benefits Payable	2,485,541	2,280,107	
Deferred Revenue	133,332	390,348	
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	405,170	402,416	
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	255,000	
Total Current Liabilities	8,329,784	8,333,824	
Long-Term Liabilities			
Leases Payable - 75 S Pagosa	1,795,000	1,795,000	
GASB 87 and 96 Capital Leases	3,731,914	3,803,777	
Bond Premium (Net) - 2006 Def Outflows	144,581	145,694	
Bond Premium (Net) - 2016	100,681	101,106	
Bond Premium (Net) - 2021	544,052	548,024	
Bonds Payable - 2021	6,115,000	6,115,000	
Bonds Payable - 2006	-	-	
Bonds Payable - 2016	8,060,000	8,060,000	
Total Long-Term Liabilities	20,491,228	20,568,601	
Net Assets			
Un-Restricted	28,311,545	28,311,545	
Current Year Net Income/Loss	(1,172,947)	(909,075)	
Total Un-Restricted	27,138,598	27,402,470	
Restricted	-	-	
Total Net Assets	27,138,598	27,402,470	
Total Liabilities & Net Assets	**$ 55,959,610**	**$ 56,304,895**	

***** 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

		Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	YTD Total
	Activity	**31**	**31**	**30**	**31**	**30**	**31**	**31**	**28**	**31**	**30**	**31**	**30**	**31**	**212**
2	In-Patient Admissions	19	13	19	10	6	22	14	14	15	22	16	24	15	**120**
3	In-Patient Days	41	30	41	21	21	51	42	31	37	65	48	55	33	**311**
4	Avg Stay Days (In-patients)	2.2	2.3	2.2	2.1	3.5	2.3	3.0	2.2	2.5	3.0	3.0	2.3	2.2	2.6
8	Average Daily Census	1.3	1.0	1.4	0.7	0.7	1.6	1.4	1.1	1.2	2.2	1.5	1.8	1.1	1.5
	Statistics														
9	E/R visits	735	737	656	585	562	737	654	605	732	617	676	699	788	4,771
10	Observ Hours	1,217	1,284	1,174	1,426	1,055	1,591	1,531	1,097	1,291	1,677	1,172	1,403	626	8,797
11	Lab Tests	6,418	6,437	6,641	6,488	5,648	6,799	6,708	6,047	7,277	7,503	7,102	7,563	8,307	50,507
12	Radiology/CT/MRI Exams	1,856	1,819	1,730	1,865	1,326	1,953	1,751	1,465	1,693	1,535	1,608	1,844	1,996	11,892
14	OR Cases	115	105	113	81	59	78	63	63	87	82	66	71	110	542
15	Clinic Visits	1,892	1,847	1,922	1,909	1,521	1,696	1,763	1,718	1,863	1,828	1,781	1,787	1,748	12,488
16	Spec. Clinic Visits	36	62	81	131	101	95	78	76	84	109	103	81	119	650
17	Oncology Clinic Visits	119	112	94	94	162	187	158	184	200	122	47	47	204	962
18	Oncology/Infusion Patients	470	360	330	298	302	337	303	331	281	286	409	332	298	2,240
19	EMS Transports	134	104	111	104	127	110	137	88	97	95	112	113	80	722
															-
20	Total Stats	12,992	12,867	12,852	12,981	10,863	13,583	13,146	11,675	13,605	13,854	13,076	13,940	14,276	93,572

Pagosa Springs Medical Center --- Statistical Review

REPORTS 4.a.vii.(a).

Statistical Review

	2026	July			July			July 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	15	16	(1)	120	105	15	120	118	2	2%
4	Swing Bed	-	-	-	-	-	-	-	-	-	
5	Total	15	16	(1)	120	105	15	120	118	2	2%
7	Patient Days:										
8	Acute	33	35	(2)	311	230	81	311	249	62	25%
9	Swing Bed	-	-	-	-	-	-	-	-	-	
10	Total	33	35	(2)	311	230	81	311	249	62	25%
12	Average Daily Census:										
13	# Of Days	31	31		212	212		212	212		
14	Acute	1.1	1.1	(0.1)	1.5	1.1	0.4	1.5	1.2	0.3	25%
15	Swing Bed	-	-	-	-	-	-	-	-	-	
16	Total	1.1	1.1	(0.1)	1.5	1.1	0.4	1.5	1.2	0.3	25%
18	Length of Stay:										
19	Acute	2.2	2.2	0.0	2.6	2.2	0.4	2.6	2.1	0.5	23%
20	Swing Bed	-	-	-	-	-	-	-	-	-	0%
21	Total	2.2	2.2	0.0	2.6	2.2	0.4	2.6	2.1	0.5	23%
33	**Out-Patient**										
34	Out-Patient Visits										
35	E/R Visits	788	749	39	4,771	4,620	151	4,771	4,525	246	5%
36	Observ admissions	44	53	(9)	305	327	(22)	305	308	(3)	-1%
37	Lab Tests	8,307	7,607	700	50,507	46,933	3,574	50,507	47,229	3,278	7%
38	Radiology/CT/MRI Exams/M	1,996	1,986	10	11,892	12,256	(364)	11,892	11,908	(16)	0%
39	OR Cases	110	153	(43)	542	944	(402)	542	670	(128)	-19%
40	Clinic Visits	1,748	2,230	(482)	12,488	13,757	(1,269)	12,488	13,893	(1,405)	-10%
41	Spec. Clinic Visits	119	156	(37)	650	963	(313)	650	375	275	73%
42	Oncology Clinic Visits	204	138	66	962	849	113	962	739	223	30%
43	Oncology/Infusion Patients	298	412	(114)	2,240	2,539	(299)	2,240	2,359	(119)	-5%
44	EMS Transports	80	122	(42)	722	756	(34)	722	720	2	0%
45	Total	13,694	13,606	88	85,079	83,944	1,135	85,079	82,726	2,353	3%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of July 31, 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**	$ 4,291,946	$ 813,695	$ 727,198	$ 164,156	$ 61,164	$ 100,051	$ 296,183	**$ 6,454,393**	**40%**	
3 **Medicaid**	502,995	312,207	58,897	49,207	51,077	22,823	254,871	**1,252,077**	**8%**	
4 **Third Party**	1,856,519	711,463	427,873	138,613	175,000	127,690	371,214	**3,808,372**	**24%**	
5 **Self-Pay**	488,883	457,235	450,355	363,859	469,498	329,740	1,954,440	**4,514,010**	**28%**	
Current Month Total	**$ 7,140,343**	**$ 2,294,600**	**$ 1,664,323**	**$ 715,835**	**$ 756,739**	**$ 580,304**	**$ 2,876,708**	**$ 16,028,852**	**100%**	**609,379**
Pct of Total	45%	14%	10%	4%	5%	4%	18%	100%		
Jun-26	$ 7,267,580	$ 2,452,113	$ 922,911	$ 909,505	$ 693,483	$ 539,537	$ 2,717,829	$ 15,502,958		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%		

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of July 31, 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
	Mar-25	$ 5,878,116	$ 1,431,709	$ 887,139	$ 553,759	$ 745,582	$ 497,247	$ 2,403,650	$ 12,397,202		289,678
	Pct of Total	47%	12%	7%	4%	6%	4%	19%	100%		
	Feb-25	$ 5,935,029	$ 1,445,312	$ 682,201	$ 898,763	$ 621,321	$ 308,121	$ 2,580,511	$ 12,471,258		149,150
	Pct of Total	48%	12%	5%	7%	5%	2%	21%	100%		
	Jan-25	$ 5,068,971	$ 1,305,124	$ 973,961	$ 777,031	$ 472,520	$ 378,367	$ 2,458,458	$ 11,434,432		331,283
	Pct of Total	44%	11%	9%	7%	4%	3%	22%	100%		
	Dec-24	$ 5,319,743	$ 1,598,544	$ 909,266	$ 579,703	$ 559,746	$ 384,342	$ 2,563,856	$ 11,915,200		312,505
	Pct of Total	45%	13%	8%	5%	5%	3%	22%	100%		
	Nov-24	$ 5,041,955	$ 942,675	$ 702,565	$ 632,660	$ 619,716	$ 376,424	$ 2,168,293	$ 10,484,288		223,749
	Pct of Total	48%	9%	7%	6%	6%	4%	21%	100%		
	Oct-24	$ 5,410,175	$ 1,342,098	$ 895,631	$ 514,484	$ 618,148	$ 364,283	$ 2,428,748	$ 11,573,567		114,647
	Pct of Total	47%	12%	8%	4%	5%	3%	21%	100%		
	Sep-24	$ 5,336,881	$ 1,545,826	$ 660,113	$ 801,160	$ 504,361	$ 385,052	$ 2,430,015	$ 11,663,408		166,526
	Pct of Total	46%	13%	6%	7%	4%	3%	21%	100%		
	Aug-24	$ 5,398,392	$ 1,267,909	$ 941,782	$ 562,535	$ 502,383	$ 410,323	$ 2,371,609	$ 11,454,933		255,891
	Pct of Total	47%	11%	8%	5%	4%	4%	21%	100%		
	Jul-24	$ 5,507,513	$ 1,647,105	$ 918,469	$ 644,364	$ 543,418	$ 410,560	$ 2,339,334	$ 12,010,764		185,572
	Pct of Total	46%	14%	8%	5%	5%	3%	19%	100%		
12	**Pct Settled (Current)**		68.4%	32.1%	22.4%	16.8%	16.3%	-433.2%			
13	**Pct Settled (Jun from May)**		63.8%	52.4%	24.3%	16.9%	18.5%	-428.8%			
14	**Pct Settled (May from Apr)**		66.7%	27.6%	30.2%	12.1%	22.9%	-472.4%			
15	**Pct Settled (Apr from Mar)**		71.5%	36.2%	28.9%	12.6%	12.4%	-698.6%			
16	**Pct Settled (Mar from Feb)**		66.1%	42.1%	22.9%	21.1%	17.4%	-802.9%			

Pagosa Springs Medical Center
Charges by Financial Class
July 31, 2026

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD
Auto/Liability Insurance		37,438	37,438	0.42%
Blue Cross	76,901	913,201	990,102	11.22%
Champus		40,288	40,288	0.46%
Commercial Insurance	36,633	1,098,421	1,135,054	12.87%
Medicaid	76,981	890,440	967,421	10.97%
Medicare	518,092	3,110,360	3,628,452	41.13%
Medicare HMO	64,839	1,145,203	1,210,042	13.72%
Self Pay	33,433	390,242	423,674	4.80%
Self Pay - Client Billing		(11,316)	(11,316)	-0.13%
Veterans Administration		293,098	293,098	3.32%
Workers Compensation	19,434	87,200	106,634	1.21%
Total	**$ 826,312**	**$ 7,994,574**	**$ 8,820,886**	**100.00%**

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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	-	390,124	390,124	0.73%	1.18%	1.06%	1.12%	1.02%	1.41%	0.91%	1.15%	1.05%	1.24%
Blue Cross	948,511	6,065,081	7,013,592	13.14%	12.05%	11.26%	10.88%	10.30%	11.40%	12.38%	15.40%	15.42%	15.90%
Champus	73,771	419,462	493,233	0.92%	0.73%	0.53%	0.60%	0.91%	0.95%	0.82%	0.31%	0.08%	0.07%
Commercial Insurance	459,088	5,698,145	6,157,233	11.54%	11.20%	12.97%	13.23%	11.31%	12.12%	11.72%	11.34%	13.08%	11.79%
Medicaid	1,024,833	5,518,563	6,543,396	12.26%	11.88%	14.00%	15.53%	17.07%	17.50%	18.86%	18.75%	18.22%	20.28%
Medicare	2,648,745	16,973,225	19,621,970	36.77%	37.43%	35.91%	35.37%	36.26%	36.51%	38.60%	36.99%	36.75%	35.27%
Medicare HMO	1,450,402	6,806,757	8,257,158	15.48%	16.78%	15.69%	14.65%	14.99%	11.01%	7.77%	7.20%	4.47%	3.55%
Self Pay	325,438	1,806,110	2,131,548	3.99%	3.79%	3.95%	3.31%	3.22%	3.95%	3.68%	4.40%	5.40%	6.96%
Self Pay - Client Billing	15,590	11,271	26,861	0.05%	0.09%	0.08%	0.15%	0.27%	0.36%	0.22%	0.18%	0.18%	0.19%
Veterans Administration	234,356	1,861,629	2,095,984	3.93%	4.03%	3.61%	4.43%	3.76%	3.76%	4.13%	2.74%	4.13%	3.58%
Workers Compensation	97,666	529,229	626,895	1.17%	0.84%	0.95%	0.74%	0.88%	1.03%	0.92%	1.52%	1.22%	1.17%
Total	**$ 7,278,401**	**$ 46,079,595**	**$ 53,357,996**	**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%	

Statement of Cash Flows

	Jul-26	
Cash Flows from operating activities		
Change in net assets	(263,872)	
Adjustments to reconcile net assets to net cash		
Depreciation and amortization	256,663	
Patient accounts receivable	135,268	
Accounts payable and wages payable	95,621	
Accrued liabilities	166,263	
Pre-paid assets	39,063	
Deferred revenues	(257,016)	
Other receivables	254,736	
Reserve for third party settlement	(11,662)	
Inventory	3,462	
Net Cash Provided by (used in) operating activities	418,526	
Cash Flows from investing activities		
Purchase of property and equipment	(150,189)	
Work in progress	(8,838)	
Proceeds from sale of equipment/(Loss)	-	
Net Cash Provided by (used in) investing activities	(159,027)	
Cash Flows from financing activities		
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	-	
Payments/Proceeds from Medicare Accelerated Payment	-	
Change in Prior Year Net Assets	-	
Change in leases payable	(69,109)	
Net Cash Provided by (used in) financing activities	(69,109)	
Net Increase(Decrease) in Cash	190,390	
Cash Beginning of Month	20,039,013	
Cash End of Month	20,229,403	**

** 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	$3,604,180.00	$3,558,378.38	($45,801.62)	98.73%	$ 193,805.44	$3,752,183.82
Aug-26						
Sep-26						
Oct-26						
Nov-26						
Dec-26						
	$22,851,659.00	$21,568,878.48	($1,282,780.52)	94.39%	$ 697,434.75	$22,266,313.23

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	$ 9,591,856.00	$ 8,820,887.00	$ (770,969.00)	91.96%
Jul-26				
Sep-26				
Oct-26				
Nov-26				
Dec-26				
Totals	$ 60,117,119.00	$ 53,434,655.00	$ (6,682,464.00)	88.88%

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
August 25, 2026

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

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

NAME	INITIAL/REAPPOINT/CHANGE	TYPE OF PRIVILEGES	SPECIALTY
Arturo Montaño, MD	Initial Appointment	Active/Neurology	Neurology
George Norwood, MD	Initial Appointment	Active/Family Medicine	Family Medicine
Daniel April, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Lora Barke, DO	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Malay Bhatt, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Kelly Borden, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Julie Buchner, MD	Reappointment	Courtesy/Family Medicine	Family Medicine
Leon Chen, DO	Reappointment	Telemedicine/Telepsychiatry	Psychiatry
Ryan Crete, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Elliot Dickerson, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Kevin Johnson, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Bobby Kang, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Aaron Kirkpatrick, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Emily Lampe, MD	Reappointment	Telemedicine/Teleneurology	Neurology
Richard Obregon, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Andrew Olsen, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Nishant Patel, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Interventional Radiology
Samuel Scutchfield, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Anthony Velasquez, MD	Reappointment	Active/Emergency Medicine	Emergency Medicine
Samuel Wang, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Nuclear Radiology
Emily Warncke, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY
Active: 17
Courtesy: 18
Courtesy – Locum Tenens: 1
Telemedicine: 140
Advanced Practice Providers & Behavioral Health Providers: 20
Honorary: 2
Total: 198

MINUTES OF REGULAR BOARD MEETING
Tuesday, July 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 July 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, Director Ashley Wilson

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

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

2) **PUBLIC COMMENT**
   None

3) **PRESENTATIONS** Jason Webb provided a brief update regarding a recently reported fire near the end of Lower Blanco Road. The fire was reported approximately 1½ to 2 hours earlier and was estimated to have grown to roughly 36 acres, with multiple public safety and air resources responding. An evacuation notice was issued for residents in the Lower Blanco area, and the County Sheriff activated the Emergency Operations Center (EOC). PSMC has an ambulance staged in the area and is prepared to respond to any medical needs. The situation continues to be closely monitored, with additional updates to be provided as information becomes available.

   Jason Webb provided an update on the EMS Station 2 (on San Juan Street) project and its importance in improving EMS response times throughout the community. Establishing 24/7 ambulance coverage at the station will significantly improve access to the downtown, eastern, and southern portions of the District, where reducing response time can directly affect patient outcomes.

   During the Decision Agenda, CAO Bruzzese provided a presentation regarding PSMC's continued strategic growth, TABOR-exempt enterprise status, and the importance of maintaining this exemption to support the organization's long-term sustainability. The presentation highlighted PSMC is an "enterprise" meaning that less than 10% of revenues come from taxes and governmental grants as more

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

than 90% of revenues are from our business (fees paid for services). The presentation also highlighted the need for continued access to government grants, the financial challenges of providing EMS services, and strong community support for PSMC and EMS.

4) REPORTS

a) Oral Reports

i) Chair Report

- No Report

ii) CEO Report

CEO Rhonda Webb advised the following update:

- CEO Webb provided an update regarding the ongoing shortage of primary care providers. Through PSMC's partnership with UCHealth and its medical student and resident training program, three primary care physicians are anticipated to join the organization, subject to completion of their credentialing packets and final Board approval.
- Dr. George Norwood and Dr. Erin Renfrew will be joining the PSMC Rural Health Clinic as primary care providers, along with Dr. Arturo Montano in Neurology. Additionally, Dr. Chad Gray will transition from PRN status to a full-time position in November.
- The Pink Rodeo will take place this Friday, July 31, 2026, at the Archuleta County Fair. Under the leadership of Jodi Scarpa and with the generous support of numerous volunteers, PSMC will continue its involvement in this meaningful community event. A Pink Tent will be onsite, and donated baskets will be auctioned to benefit PSMC's Oncology Center.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

None

v) Facilities Committee

The Facilities Committee met on July 22, 2026. Vice Chair Matt Mees summarized the written report in the Board Packet highlighting updates on progress of construction projects including EMS Station 2 (on San Juan St), CORE Building remodel, ED Safety and Efficiency remodel, and Campus Monument Sign. Questions asked and answered.

vi) Strategic Planning Committee Report

The Strategic Planning Committee met on July 22, 2026. Director Mark Floyd summarized the written report in the Board Packet highlighting TABOR matters, costs of construction projects (not the progress which is reported in another committee). Questions asked and answered.

vii) Finance Committee Report

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

b) Written Reports

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

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5) **DECISION AGENDA**

a) Consideration of Resolution 2026-07 regarding approval of use of PSMC appropriated reserves for the renovation of the EMS Station 2 (San Juan Street).

i) Director Wayne Hooper motioned to approve Resolution 2026-07 regarding approval for use of PSMC appropriated reserves for the renovation of the EMS Station 2. The motion was seconded by Director Mark Floyd, and the Board Members in attendance unanimously approved.

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.

i) Director Mark Floyd motioned to approve Resolution 2026-08 regarding approval to ask the voters of the District to approve a continued waiver of the Taxpayer Bill of Rights. The motion was seconded by Director Ashley Wilson, and the Board Members in attendance unanimously approved.

6) **CONSENT AGENDA**

Vice Chair Matt Meese motioned to approve the consent agenda (approval of Board Member absences, approval of the regular meeting minutes of 06/23/2026 and the Medical Staff Report). The motion was seconded by Director Mark Floyd and the Board Members in attendance approved the consent agenda items.

7) **EXECUTIVE SESSION**

Vice Chair Matt Mees motioned to enter into executive session pursuant to C.R.S. Section 24-6-402(4)(b) regarding conferences with legal counsel regarding specific legal questions with the topic being potential litigation`. The motion was seconded by Director Mark Floyd and unanimously approved. The Board entered into executive session at 5:53 p.m. MDT. Board Directors present in executive session were Chair Kate Alfred, Vice Chair Matt Mees, Director Mark Floyd, Director Wayne Hooper, and Director Ashley Wilson. Director Gwen Taylor attended via Teams. Operational administrators present in executive session: CEO Rhonda Webb, CAO Ann Bruzzese, CNO Dan Davis, and Clerk to the Board Antoinette Martinez. CFO Chelle Keplinger attended via Teams. Executive session adjourned at 6:04 p.m. MDT.

8) **OTHER BUSINESS**

- Next Board Meeting August 25, 2026, at 5:00 pm.

9) **ADJOURN**

There being no further business, Chair Alfred adjourned the regular meeting at 6:05 p.m. MDT.

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