



NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER
Thursday, October 8, 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: 273 866 383 911 311

Passcode: B2bz2r78

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) PUBLIC HEARING ON THE FIRST DRAFT OF THE 2027 BUDGET

- a) Open the Public Hearing on the proposed 2027 Budget
 - i) First draft of the 2027 budget (presentation about assumptions and draft income statement)
 - ii) Questions/comments of the Board
 - iii) Questions/comments of the public
- b) Close the Public Hearing (Note: the first draft of the budget will not be the final proposed budget; further, the Board's decision on the budget is anticipated to be made as early as the Board's meeting on November 17, 2026 or as late as a special meeting of the Board held on or before December 14, 2026).

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Kate Alfred
 - ii) CEO Report Dr. Rhonda Webb

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

- 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, Controller Wagoner
- (a) **August, 2026 Financials**

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

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

5) DECISION AGENDA

- a) 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 10/08/2026
- b) Approval of Minutes for the following meeting(s):
 - i) **Regular meeting of 08/25/2026**
- 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, October 27, 2026, at 5:00 p.m. MT



PSMC BOARD FACILITIES COMMITTEE

Report for the PSMC Board Meeting on October 8, 2026

The Board's Facilities Committee met on October 6, 2026, with the following committee members present: Vice Chair Matt Mees, At-Large Member Kathee Douglas, the CEO, the CAO, the Interim COO, the CNO, the Manager of Community Relations, and the Controller; in addition, Director Gwen Taylor was present for a portion of the meeting via Teams. The report below summarizes discussions of the Committee.

1. UPDATES ON SIGNIFICANT CONSTRUCTION PROJECTS:

a) 302 San Juan St. – East Side EMS

- (1) Construction Documents complete.
- (2) Value engineering meetings reduced anticipated costs from \$1.6M to approximately \$1,350,000
- (3) Anticipated work in October: demo permit and processing for building permit

b) CORE Building Remodel:

- (1) Contract signed for a simplified project to refresh paint, flooring, some temporary walls for an education room, a few window changes, and exterior stucco repair.
- (2) Goal is to accomplish the project as possible with the subs working on the EMS building.
- (3) Working with Nunn on scope of project – pricing will follow.

c) Amendment Add-On to the SPD Project – the Clinic Remodel of Accounting Space

- (1) This project is underway and being performed by Nunn (anticipated cost \$210,000).
- (2) Completed demo, hvac adjustments, framing, drywall. Expected completion in November.

d) Campus Monument Sign

- (1) DHM Architects in Durango and Nunn Construction.
- (2) DHM handling land use with the County.

e) Women's Health - remodel of existing space

- (1) Notified on September 29, 2026 that if we remodel existing space for Women's Health, we can request a reimbursement for those expenses up to \$400,000 (renovation must be complete by 9/30/27).

f) ED Safety and Efficiency Remodel

- (1) Houston Construction on-site many times to assess and understand needs of project.
- (2) HVAC assessment relied on internal cleaning of grills and ducts for RTU1 and RTU2. Work almost complete -- a rebalance of HVAC system anticipated for late October to assess whether we can achieve required pressures and air exchanges.
- (3) The Committee discussed the scope of the work and found all of it to be important to complete pending evaluation of the HVAC and approval of 2027 budget.



PSMC STRATEGIC PLANNING COMMITTEE
Report for the PSMC Board Meeting on October 8, 2026

The Board's Strategic Planning Committee met on October 6, 2026 (present: Chair/Dir. Kate Alfred, Treasurer/Dir. Mark Floyd, at-large member Kathy Campbell as well as the CEO, CAO, Interim COO, CNO, 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) **Discussion Topics:** The Committee received an overview of the Rural Health Transformation Program (RHTP) award and the significant amount of work that PSMC staff will have to accomplish to receive the RHTP reimbursement award. The full Board will receive a presentation about RHTP at the Board meeting on October 27th.

BOARD FINANCE COMMITTEE

Report for the PSMC Board Meeting on October 8, 2026

The PSMC Board's Finance Committee met on October 6, 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, the Controller and the Dir. of Revenue Cycle). The report below summarizes discussions of the Committee.

1) **August Financial Reports:**

- a) The Finance Committee had no questions about the August financials, and therefore, the August financials were not discussed other than clarification about how much PSMC pays annually for the Electronic Health Record.

2) **First Draft of the 2027 Budget:**

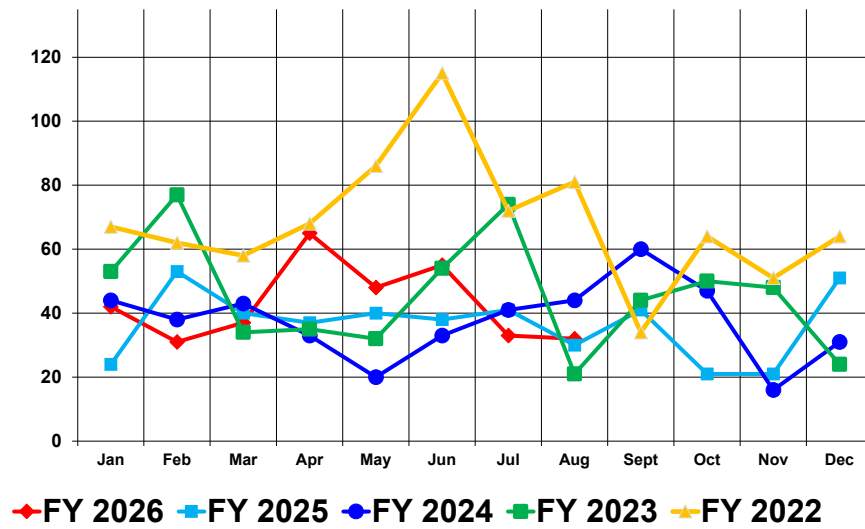
- a) The Finance Committee received and discussed a power point presentation about the first draft of the 2027 budget, the reasons why staff anticipate changes to a subsequent draft of the budget, and an overview of the assumptions to the draft budget.

3) **Other** N/A4) **Comments of Finance Committee** No objections to the August financials.

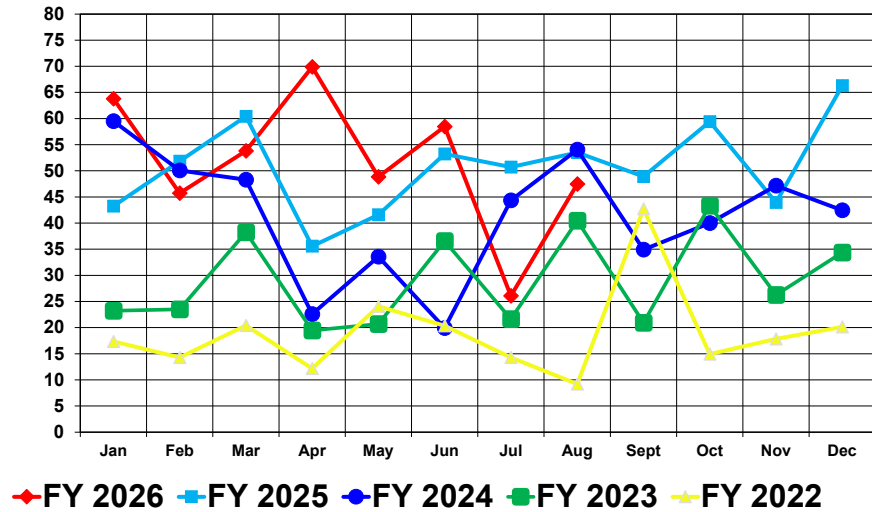


FINANCIAL PRESENTATION YTD August 2026

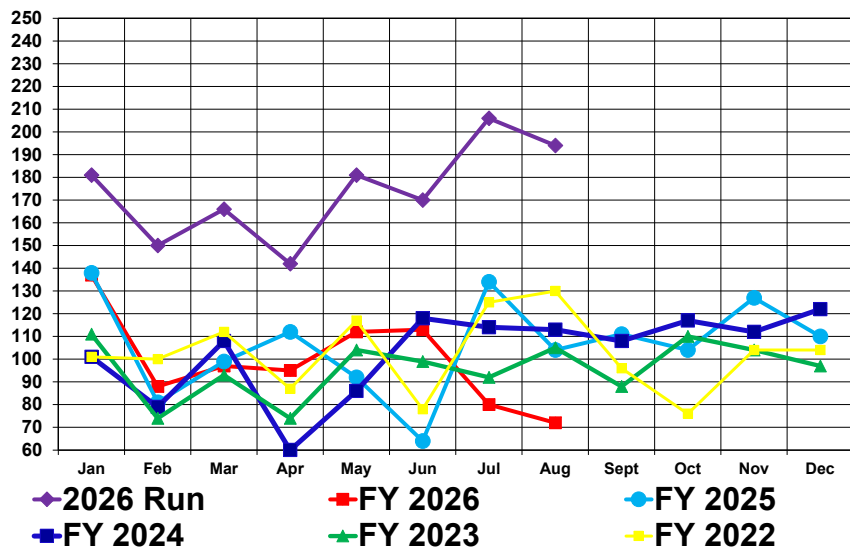
PATIENT DAYS

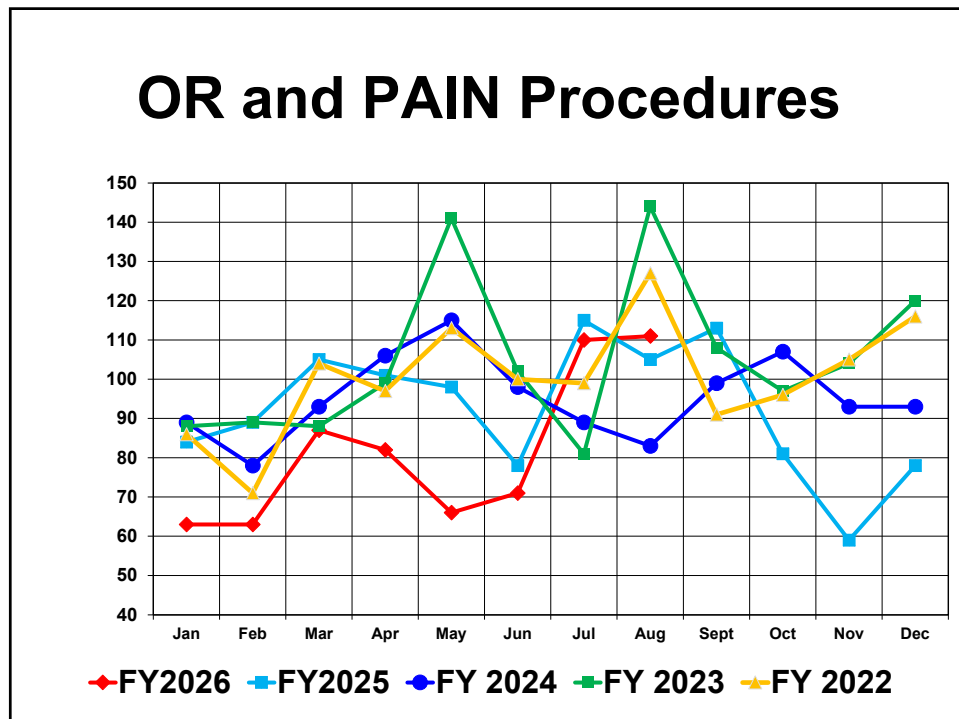
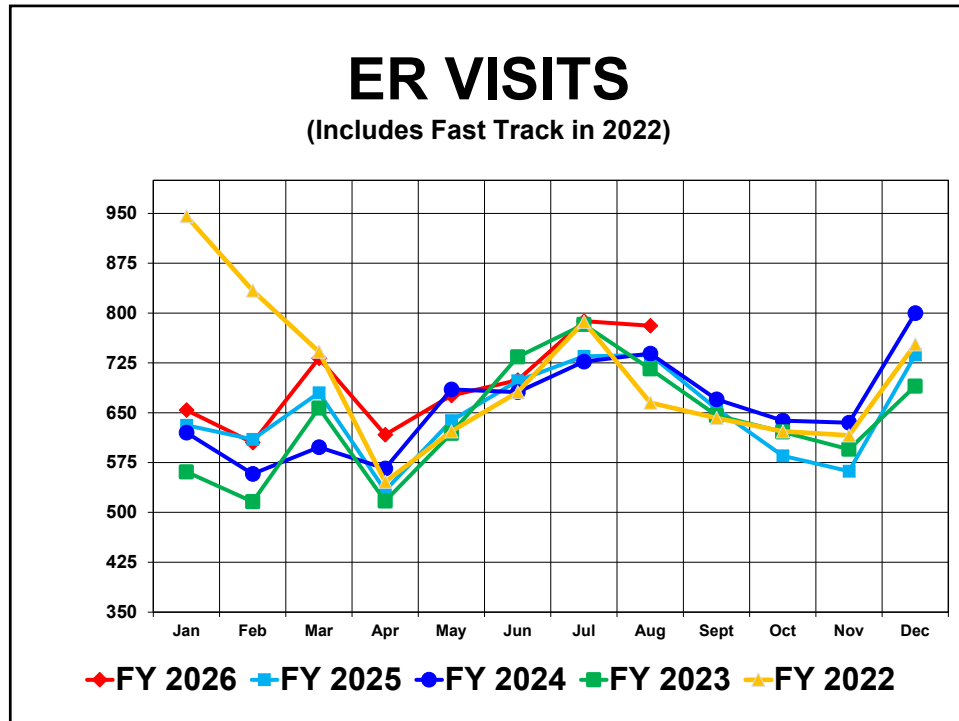


OBSERVATION DAY EQUIVALENT

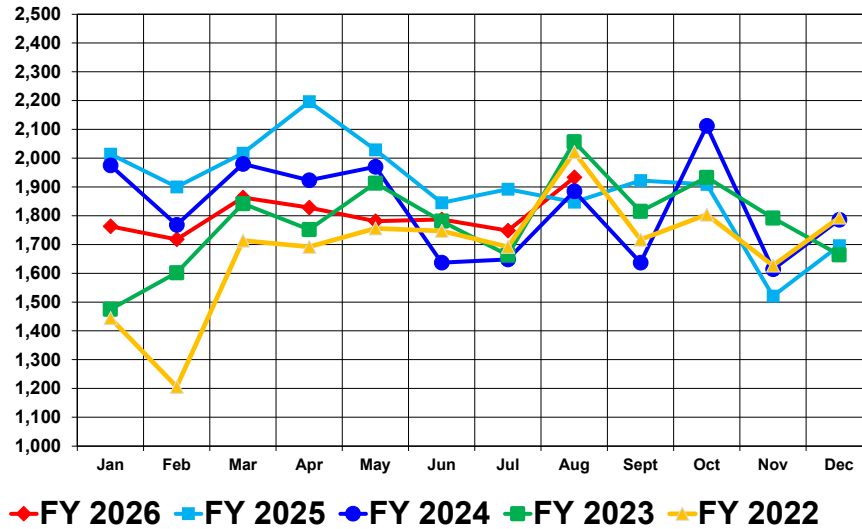


BILLABLE EMS RUNS

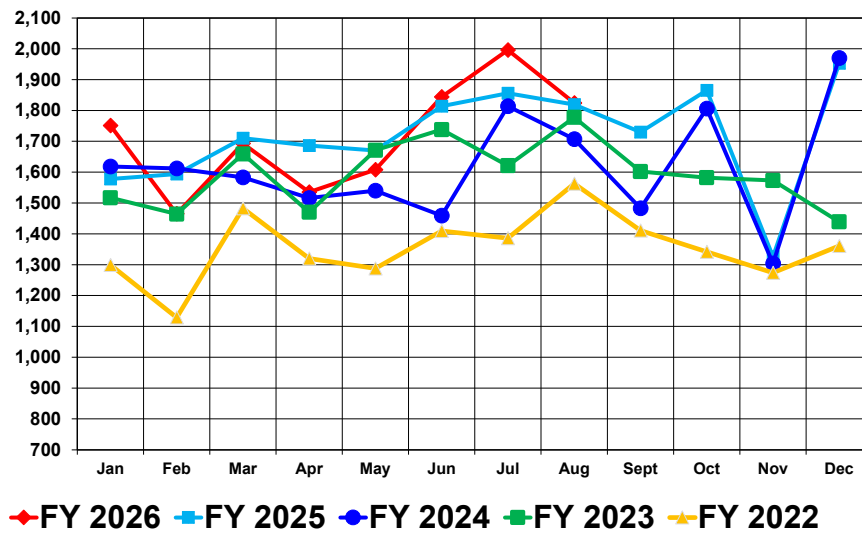




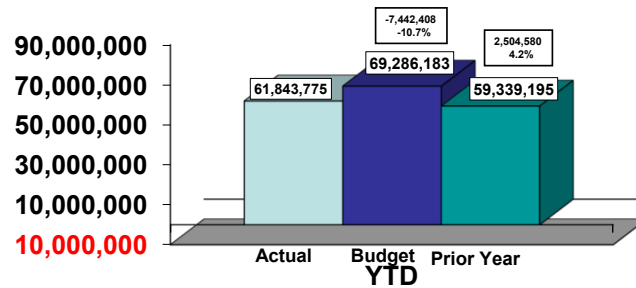
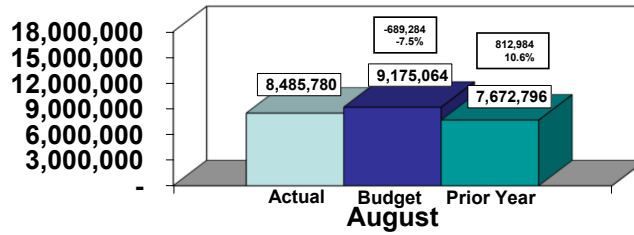
RURAL HEALTH CLINIC VISITS



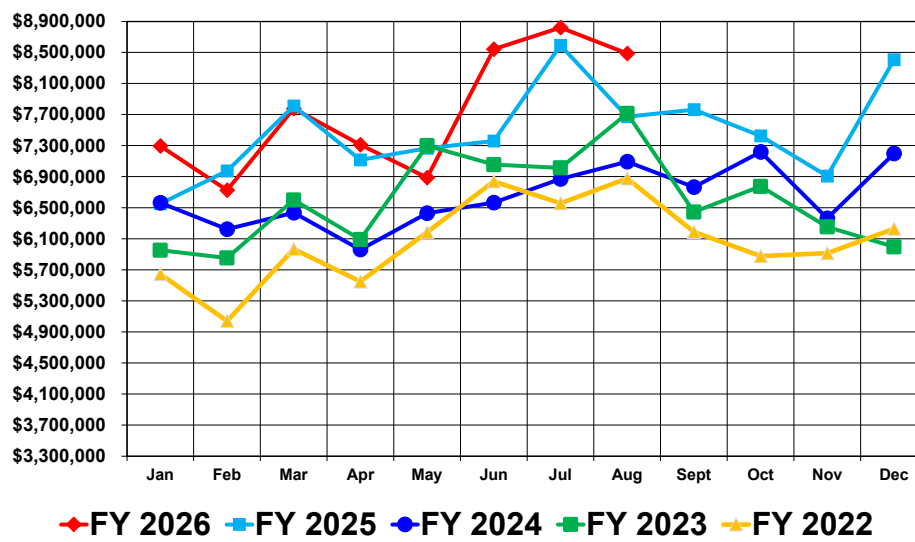
RADIOLOGY EXAMS



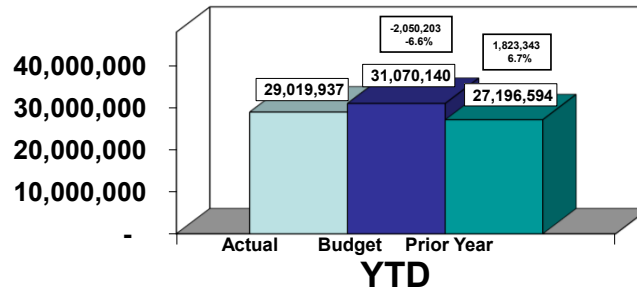
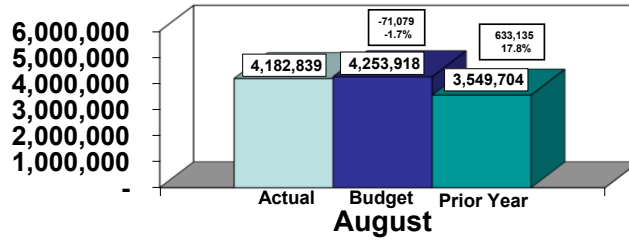
GROSS CHARGES



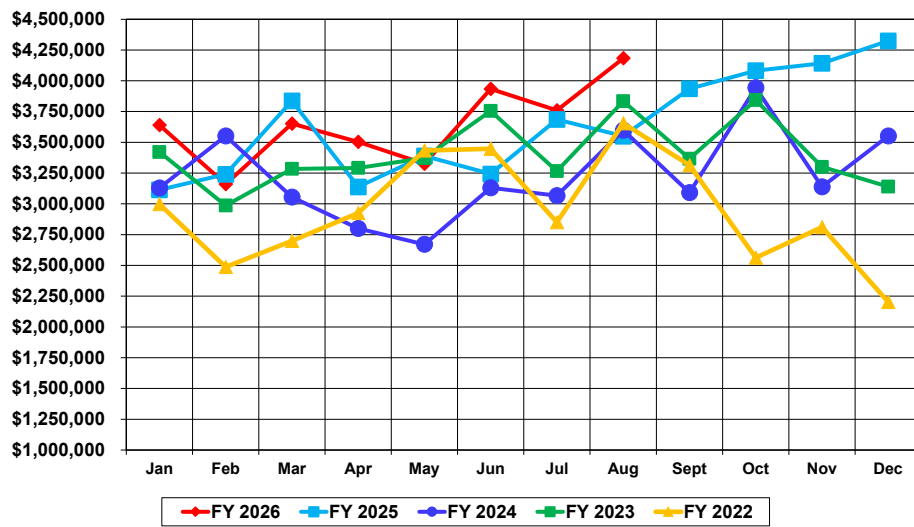
GROSS CHARGES

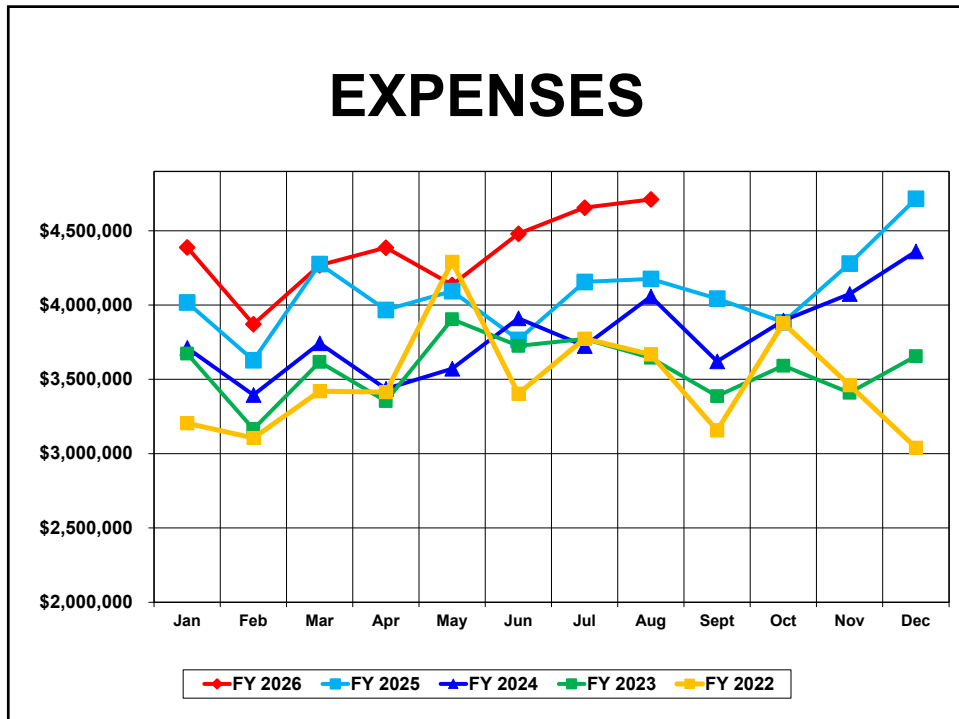
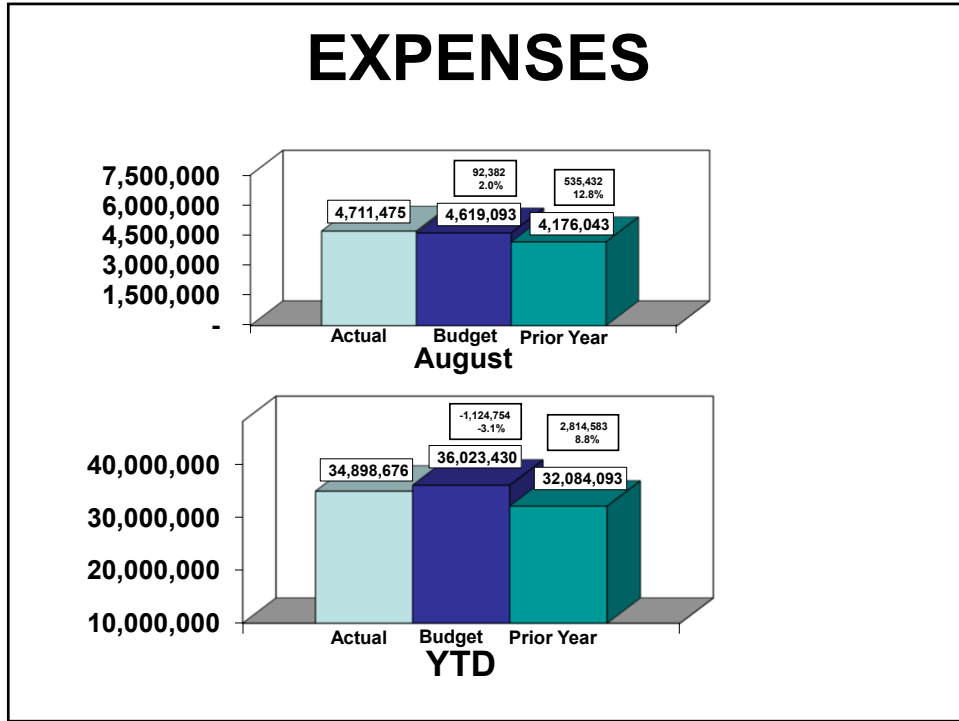


NET PATIENT REVENUE

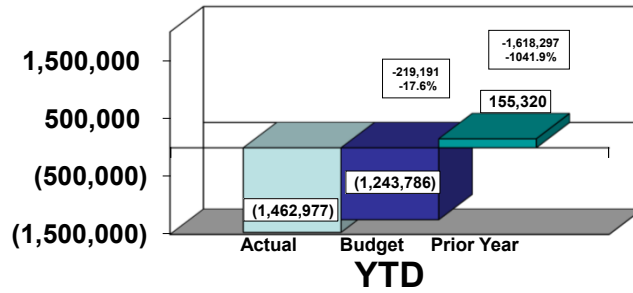
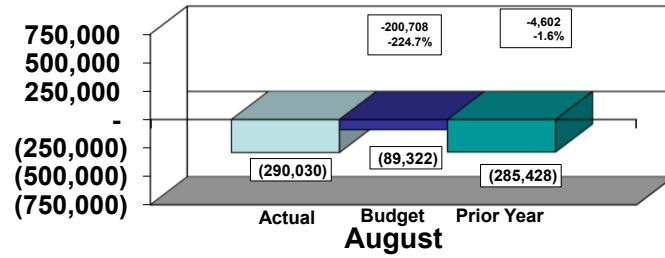


NET PATIENT REVENUE

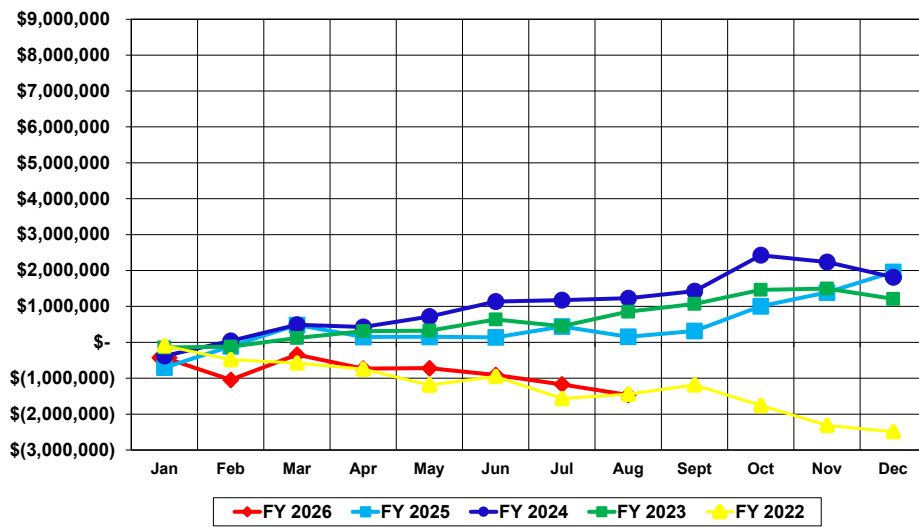




NET INCOME



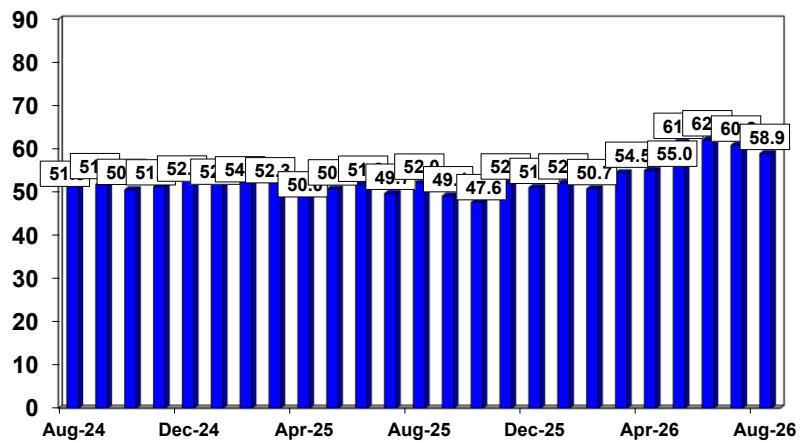
YTD NET INCOME



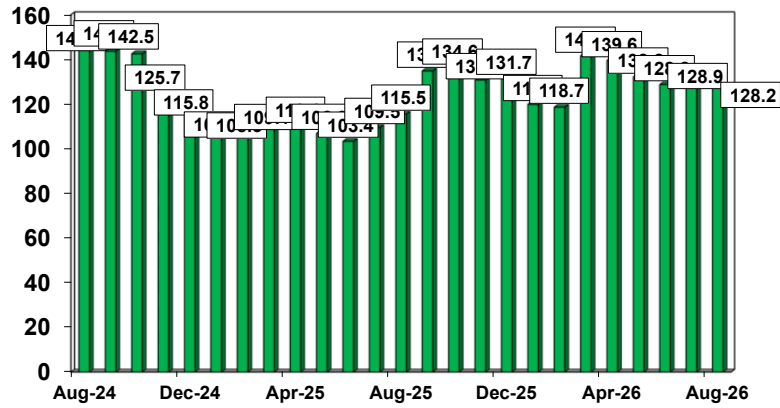
Summary of Financials

		JULY	August
Gross Charges		8,820,886	8,485,780
Net Patient Revenue		3,760,113	4,182,839
Expenses		4,656,126	4,711,475
Grants, Misc and Tax Revenue		632,141	238,606
	Grants and Misc	375,125	159,589
	Tax Revenue	257,016	79,017
Net Income		(263,872)	(290,030)

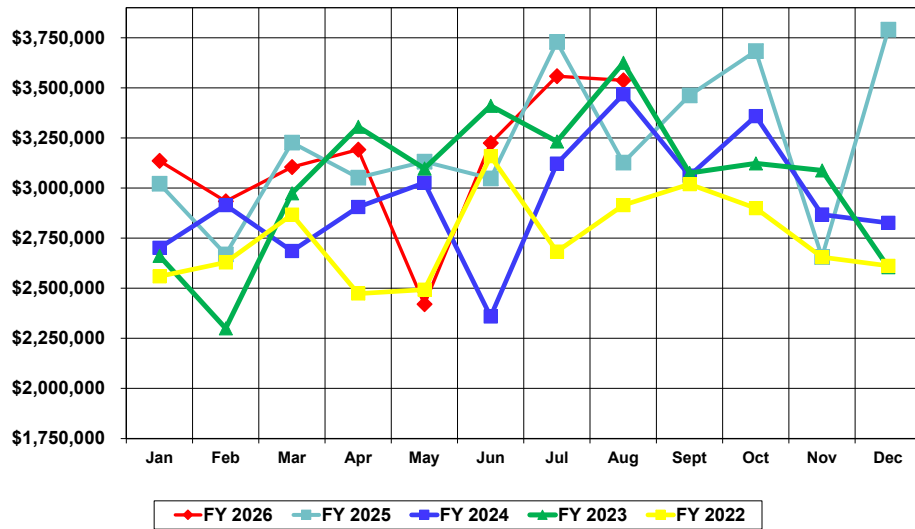
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Pagosa Springs Medical Center

Income Statement Comparison - - August 31, 2026

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		Current Month				Year-to-Date			
		2026	Budget	Difference	Variance	2026	Budget	Difference	Variance
Revenue									
7	Total In-patient Revenue	169,529	252,378	(82,849)	-32.8%	1,970,379	1,803,183	167,196	9.3%
17	Total Out-patient Revenue	7,828,253	8,168,626	(340,373)	-4.2%	55,864,289	61,517,620	(5,653,331)	-9.2%
18	Professional Fees	487,998	754,060	(266,062)	-35.3%	4,009,107	5,965,380	(1,956,273)	-32.8%
19	Total Patient Charges	8,485,780	9,175,064	(689,284)	-7.5%	61,843,775	69,286,183	(7,442,408)	-10.7%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,480,481	4,824,408	(343,927)	-7.1%	32,645,875	37,281,011	(4,635,136)	-12.4%
22	Charity	74,444	44,050	30,394	69.0%	385,304	340,400	44,904	13.2%
23	Bad Debt	78,252	408,947	(330,695)	-80.9%	2,498,473	3,160,171	(661,698)	-20.9%
24	Provider Fee & Other	(330,236)	(356,259)	26,023	-7.3%	(2,705,814)	(2,565,539)	(140,275)	5.5%
25	Total Revenue Deductions & Bad Debt	4,302,941	4,921,146	(618,205)	-12.6%	32,823,838	38,216,043	(5,392,205)	-14.1%
26	Total Net Patient Revenue	4,182,839	4,253,918	(71,079)	-1.7%	29,019,937	31,070,140	(2,050,203)	-6.6%
27	Grants	-	7,402	(7,402)	-100.0%	150,797	195,464	(44,667)	-22.9%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30	Other Operating Income - Misc	99,504	136,980	(37,476)	-27.4%	1,172,115	841,321	330,794	39.3%
31	Total Net Revenues	4,282,343	4,398,300	(115,957)	-2.6%	30,342,849	32,106,925	(1,764,076)	-5.5%
32	Operating Expenses								
33	Salary & Wages	2,075,408	2,332,484	(257,076)	-11.0%	16,507,621	18,291,729	(1,784,108)	-9.8%
34	Benefits	295,236	363,355	(68,119)	-18.7%	2,810,184	2,973,838	(163,654)	-5.5%
35	Professional Fees/Contract Labor	444,082	140,735	303,347	215.5%	1,961,072	1,116,310	844,762	75.7%
36	Purchased Services	249,015	238,412	10,603	4.4%	1,893,796	1,838,628	55,168	3.0%
37	Supplies	924,975	813,629	111,346	13.7%	6,215,949	6,210,193	5,756	0.1%
38	Rent & Leases	25,449	20,650	4,799	23.2%	173,420	165,200	8,220	5.0%
39	Repairs & Maintenance	95,067	72,625	22,442	30.9%	552,905	544,724	8,181	1.5%
40	Utilities	39,540	48,489	(8,949)	-18.5%	317,062	369,697	(52,635)	-14.2%
41	Insurance	43,455	40,572	2,883	7.1%	351,354	324,575	26,779	8.3%
42	Depreciation & Amortization	255,812	268,064	(12,252)	-4.6%	2,032,972	2,033,698	(726)	0.0%
43	Interest	97,649	100,276	(2,627)	-2.6%	785,912	778,870	7,042	0.9%
44	Other	165,787	179,802	(14,015)	-7.8%	1,296,429	1,375,968	(79,539)	-5.8%
45	Total Operating Expenses	4,711,475	4,619,093	92,382	2.0%	34,898,676	36,023,430	(1,124,754)	-3.1%
46	Operating Revenue Less Expenses	(429,132)	(220,793)	(208,339)	-94.4%	(4,555,827)	(3,916,505)	(639,322)	-16.3%
47	Non-Operating Income								
48	Interest Income	60,085	56,100	3,985	7.1%	448,894	382,320	66,574	17.4%
49	Tax Revenue	79,017	75,371	3,646	4.8%	2,277,548	2,140,399	137,149	6.4%
50	Donations	-	-	-	0.0%	366,408	150,000	216,408	144.3%
51	Total Non-Operating Income	139,102	131,471	7,631	5.8%	3,092,850	2,672,719	420,131	15.7%
52	Total Revenue Less Total Expenses	\$ (290,030)	\$ (89,322)	\$ (200,708)	224.7%	\$ (1,462,977)	\$ (1,243,786)	\$ (219,191)	-17.6%

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 - - - August 31, 2026

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		Current Month				Year-to-Date			
		2026	2025	Difference	Variance	2026	2025	Difference	Variance
Revenue									
7	Total In-patient Revenue	169,529	219,824	(50,295)	-22.9%	1,970,379	1,458,741	511,638	35.1%
17	Total Out-patient Revenue	7,828,253	6,886,505	941,748	13.7%	55,864,289	53,356,786	2,507,503	4.7%
18	Professional Fees	487,998	566,467	(78,469)	-13.9%	4,009,107	4,523,668	(514,561)	-11.4%
19	Total Patient Charges	8,485,780	7,672,796	812,984	10.6%	61,843,775	59,339,195	2,504,580	4.22%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,480,481	4,400,826	79,655	1.8%	32,645,875	32,246,033	399,842	1.2%
22	Charity	74,444	64,632	9,812	15.2%	385,304	370,504	14,800	4.0%
23	Bad Debt	78,252	6,826	71,426	1046.4%	2,498,473	2,141,919	356,554	16.6%
24	Provider Fee & Other	(330,236)	(349,192)	18,956	-5.4%	(2,705,814)	(2,615,855)	(89,959)	3.4%
25	Total Revenue Deductions & Bad Debt	4,302,941	4,123,092	179,849	4.4%	32,823,838	32,142,601	681,237	2.1%
26	Total Net Patient Revenue	4,182,839	3,549,704	633,135	17.8%	29,019,937	27,196,594	1,823,343	6.70%
27	Grants	-	13,238	(13,238)	-100.0%	150,797	518,456	(367,659)	-70.9%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30	Other Operating Income - Misc	99,504	199,998	(100,494)	-50.2%	1,172,115	1,155,734	16,381	1.4%
31	Total Net Revenues	4,282,343	3,762,940	519,403	13.8%	30,342,849	28,870,784	1,472,065	5.10%
32	Operating Expenses								
33	Salary & Wages	2,075,408	2,053,322	22,086	1.1%	16,507,621	15,636,231	871,390	5.6%
34	Benefits	295,236	320,164	(24,928)	-7.8%	2,810,184	2,694,958	115,226	4.3%
35	Professional Fees/Contract Labor	444,082	173,743	270,339	155.6%	1,961,072	1,389,231	571,841	41.2%
36	Purchased Services	249,015	165,624	83,391	50.3%	1,893,796	1,575,005	318,791	20.2%
37	Supplies	924,975	739,195	185,780	25.1%	6,215,949	5,522,718	693,231	12.6%
38	Rent & Leases	25,449	47,717	(22,268)	-46.7%	173,420	254,239	(80,819)	-31.8%
39	Repairs & Maintenance	95,067	62,392	32,675	52.4%	552,905	425,089	127,816	30.1%
40	Utilities	39,540	38,325	1,215	3.2%	317,062	316,753	309	0.1%
41	Insurance	43,455	35,770	7,685	21.5%	351,354	303,685	47,669	15.7%
42	Depreciation & Amortization	255,812	257,008	(1,196)	-0.5%	2,032,972	1,848,140	184,832	10.0%
43	Interest	97,649	106,272	(8,623)	-8.1%	785,912	841,447	(55,535)	-6.6%
44	Other	165,787	176,511	(10,724)	-6.1%	1,296,429	1,276,597	19,832	1.6%
45	Total Operating Expenses	4,711,475	4,176,043	535,432	12.8%	34,898,676	32,084,093	2,814,583	8.77%
46	Operating Revenue Less Expenses	(429,132)	(413,103)	(16,029)	-3.9%	(4,555,827)	(3,213,309)	(1,342,518)	-41.8%
47	Non-Operating Income								
48	Interest Income	60,085	50,844	9,241	18.2%	448,894	403,921	44,973	11.1%
49	Tax Revenue	79,017	76,831	2,186	2.8%	2,277,548	2,214,149	63,399	2.9%
50	Donations	-	-	-		366,408	750,559	(384,151)	-51.2%
51	Total Non-Operating Income	139,102	127,675	11,427	9.0%	3,092,850	3,368,629	(275,779)	-8.2%
52	Total Revenue Less Total Expenses	\$ (290,030)	\$ (285,428)	\$ (4,602)	1.6%	\$ (1,462,977)	\$ 155,320	(1,618,297)	-1041.9%

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

Pagosa Springs Medical Center

Balance Sheet - - August 31, 2026

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 2,428,391	\$ 1,469,499	Accts Payable - System	\$ 1,677,789	\$ 1,312,381
COLO Trust	1,939,869	1,933,591	Accrued Expenses	614,322	586,119
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	626,065	489,669
Bond Funds - 2016 Bonds (UMB)	1,343	1,339	Wages & Benefits Payable	2,608,499	2,485,541
Bond Funds - 2021 (UMB)	8,252,881	8,165,672	Deferred Revenue	54,315	133,332
CSIP Investments	4,713,268	5,698,071	COVID PPP Short Term Loan	-	-
Escrow - UMB	-	-	IRS ERC Fund Liability	2,067,572	2,067,572 **
COVID PPP	-	-	Medicare Accelerated Pmt Liab	-	-
IRS ERC TBK Cash Restricted	2,086,926	2,082,500 **	Current Portion of GASB 87 and 96 Liabilities	407,942	405,170
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 S Pagosa	130,000	130,000
Total Cash	20,301,409	20,229,403	Current Portion of LT Debt-2021	465,000	465,000
			Current Portion of LT Debt-2016	255,000	255,000
			Total Current Liabilities	8,906,504	8,329,784
Accounts Receivable					
Patient Revenue - Net	5,449,997	5,057,758	Long-Term Liabilities		
Other Receivables	204,967	251,246	Leases Payable - 75 S Pagosa	1,795,000	1,795,000
Total Accounts Receivable	5,654,964	5,309,004	GASB 87 and 96 Capital Leases	3,659,635	3,731,914
Inventory	2,190,703	2,204,680	Bond Premium (Net) - 2006 Def Outflows	143,469	144,581
			Bond Premium (Net) - 2016	100,257	100,681
Total Current Assets	28,147,076	27,743,087	Bond Premium (Net) - 2021	540,081	544,052
			Bonds Payable - 2021	6,115,000	6,115,000
Fixed Assets			Bonds Payable - 2006	-	-
Property Plant & Equip (Net)	22,264,387	22,467,812	Bonds Payable - 2016	8,060,000	8,060,000
GASB 87 & 96 Assets (Net)	3,440,912	3,480,721	Total Long-Term Liabilities	20,413,442	20,491,228
Work In Progress	1,251,956	1,044,637	Net Assets		
Land	704,021	704,021	Un-Restricted	28,311,545	28,311,545
Total Fixed Assets	27,661,276	27,697,191	Current Year Net Income/Loss	(1,462,977)	(1,172,947)
			Total Un-Restricted	26,848,568	27,138,598
Other Assets					
Prepays & Other Assets	360,162	519,332	Restricted	-	-
Total Other Assets	360,162	519,332	Total Net Assets	26,848,568	27,138,598
Total Assets	\$ 56,168,514	\$ 55,959,610	Total Liabilities & Net Assets	\$ 56,168,514	\$ 55,959,610

** 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

		Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	YTD Total
Activity		31	30	31	30	31	31	28	31	30	31	30	31	31	243
2	In-Patient Admissions	13	19	10	6	22	14	14	15	22	16	24	15	13	133
3	In-Patient Days	30	41	21	21	51	42	31	37	65	48	55	33	32	343
4	Avg Stay Days (In-patients)	2.3	2.2	2.1	3.5	2.3	3.0	2.2	2.5	3.0	3.0	2.3	2.2	2.5	2.6
8	Average Daily Census	1.0	1.4	0.7	0.7	1.6	1.4	1.1	1.2	2.2	1.5	1.8	1.1	1.0	1.4
Statistics															
9	E/R visits	737	656	585	562	737	654	605	732	617	676	699	788	781	5,552
10	Observ Hours	1,284	1,174	1,426	1,055	1,591	1,531	1,097	1,291	1,677	1,172	1,403	626	1,139	9,936
11	Lab Tests	6,437	6,641	6,488	5,648	6,799	6,708	6,047	7,277	7,503	7,102	7,563	8,307	7,843	58,350
12	Radiology/CT/MRI Exams	1,819	1,730	1,865	1,326	1,953	1,751	1,465	1,693	1,535	1,608	1,844	1,996	1,824	13,716
14	OR Cases	105	113	81	59	78	63	63	87	82	66	71	110	111	653
15	Clinic Visits	1,847	1,922	1,909	1,521	1,696	1,763	1,718	1,863	1,828	1,781	1,787	1,748	1,933	14,421
16	Spec. Clinic Visits	62	81	131	101	95	78	76	84	109	103	81	119	159	809
17	Oncology Clinic Visits	112	94	94	162	187	158	184	200	122	47	47	204	172	1,134
18	Oncology/Infusion Patients	360	330	298	302	337	303	331	281	286	409	332	298	267	2,507
19	EMS Transports	104	111	104	127	110	137	88	97	95	112	113	80	72	794
20	Total Stats	12,867	12,852	12,981	10,863	13,583	13,146	11,675	13,605	13,854	13,076	13,940	14,276	14,301	107,873

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review

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2026	August			August			August Prior Y-T-D			
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance
In-Patient										
Admissions:										
Acute	13	17	(4)	133	122	11	133	131	2	2%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	13	17	(4)	133	122	11	133	131	2	2%
Patient Days:										
Acute	32	38	(6)	343	268	75	343	279	64	23%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	32	38	(6)	343	268	75	343	279	64	23%
Average Daily Census:										
# Of Days	31	31		243	243		243	243		
Acute	1.0	1.2	(0.2)	1.4	1.1	0.3	1.4	1.1	0.3	23%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	1.0	1.2	(0.2)	1.4	1.1	0.3	1.4	1.1	0.3	23%
Length of Stay:										
Acute	2.5	2.2	0.2	2.6	2.2	0.4	2.6	2.1	0.4	21%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.5	2.2	0.2	2.6	2.2	0.4	2.6	2.1	0.4	21%
Out-Patient										
Out-Patient Visits										
E/R Visits	781	708	73	5,552	5,328	224	5,552	5,262	290	6%
Observ admissions	38	50	(12)	343	377	(34)	343	361	(18)	-5%
Lab Tests	7,843	7,186	657	58,350	54,119	4,231	58,350	53,666	4,684	9%
Radiology/CT/MRI Exams/M	1,824	1,877	(53)	13,716	14,133	(417)	13,716	13,727	(11)	0%
OR Cases	111	145	(34)	653	1,089	(436)	653	775	(122)	-16%
Clinic Visits	1,933	2,106	(173)	14,421	15,863	(1,442)	14,421	15,740	(1,319)	-8%
Spec. Clinic Visits	159	147	12	809	1,110	(301)	809	437	372	85%
Oncology Clinic Visits	172	130	42	1,134	979	155	1,134	851	283	33%
Oncology/Infusion Patients	267	389	(122)	2,507	2,928	(421)	2,507	2,719	(212)	-8%
EMS Transports	72	116	(44)	794	872	(78)	794	824	(30)	-4%
Total	13,200	12,854	346	98,279	96,798	1,481	98,279	94,362	3,917	4%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of August 31, 2026
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		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	\$	4,057,238	\$ 954,926	\$ 488,908	\$ 491,217	\$ 132,843	\$ 46,988	\$ 361,746	\$ 6,533,866	53%		Page 6
3 Medicaid		618,884	101,222	216,415	21,619	40,244	48,550	240,126	1,287,060	10%		
4 Third Party		2,156,398	619,637	401,163	236,404	102,170	149,061	504,570		0%		
5 Self-Pay		416,149	508,817	430,088	384,436	332,810	389,510	2,097,014	4,558,824	37%		
Current Month Total	\$	7,248,669	\$ 2,184,602	\$ 1,536,574	\$ 1,133,676	\$ 608,067	\$ 634,109	\$ 3,203,456	\$ 12,379,750	100%	183,227	
Pct of Total		59%	18%	12%	9%	5%	5%	26%	134%			
Jul-26	\$	7,140,343	\$ 2,294,600	\$ 1,664,323	\$ 715,835	\$ 756,739	\$ 580,304	\$ 2,876,708	\$ 16,028,852		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	

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of August 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
Pct of Total		44%		12%		8%		7%		4%		5%		20%		100%		
Mar-25		\$	5,878,116	\$	1,431,709	\$	887,139	\$	553,759	\$	745,582	\$	497,247	\$	2,403,650	\$	12,397,202	289,678
Pct of Total		47%		12%		7%		4%		6%		4%		19%		100%		
Feb-25		\$	5,935,029	\$	1,445,312	\$	682,201	\$	898,763	\$	621,321	\$	308,121	\$	2,580,511	\$	12,471,258	149,150
Pct of Total		48%		12%		5%		7%		5%		2%		21%		100%		
Jan-25		\$	5,068,971	\$	1,305,124	\$	973,961	\$	777,031	\$	472,520	\$	378,367	\$	2,458,458	\$	11,434,432	331,283
Pct of Total		44%		11%		9%		7%		4%		3%		22%		100%		
Dec-24		\$	5,319,743	\$	1,598,544	\$	909,266	\$	579,703	\$	559,746	\$	384,342	\$	2,563,856	\$	11,915,200	312,505
Pct of Total		45%		13%		8%		5%		5%		3%		22%		100%		
Nov-24		\$	5,041,955	\$	942,675	\$	702,565	\$	632,660	\$	619,716	\$	376,424	\$	2,168,293	\$	10,484,288	223,749
Pct of Total		48%		9%		7%		6%		6%		4%		21%		100%		
Oct-24		\$	5,410,175	\$	1,342,098	\$	895,631	\$	514,484	\$	618,148	\$	364,283	\$	2,428,748	\$	11,573,567	114,647
Pct of Total		47%		12%		8%		4%		5%		3%		21%		100%		
Sep-24		\$	5,336,881	\$	1,545,826	\$	660,113	\$	801,160	\$	504,361	\$	385,052	\$	2,430,015	\$	11,663,408	166,526
Pct of Total		46%		13%		6%		7%		4%		3%		21%		100%		
Aug-24		\$	5,398,392	\$	1,267,909	\$	941,782	\$	562,535	\$	502,383	\$	410,323	\$	2,371,609	\$	11,454,933	255,891
Pct of Total		47%		11%		8%		5%		4%		4%		21%		100%		
Jul-24		\$	5,507,513	\$	1,647,105	\$	918,469	\$	644,364	\$	543,418	\$	410,560	\$	2,339,334	\$	12,010,764	185,572
Pct of Total		46%		14%		8%		5%		5%		3%		19%		100%		
12	Pct Settled (Current)				69.4%		33.0%		31.9%		15.1%		16.2%		-452.0%			
13	Pct Settled (Jul from Jun)				68.4%		32.1%		22.4%		16.8%		16.3%		-433.2%			
14	Pct Settled (Jun from May)				63.8%		52.4%		24.3%		16.9%		18.5%		-428.8%			
15	Pct Settled (May from Apr)				66.7%		27.6%		30.2%		12.1%		22.9%		-472.4%			
16	Pct Settled (Apr from Mar)				71.5%		36.2%		28.9%		12.6%		12.4%		-698.6%			

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

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REPORTS 4.a.vii.(a).

	Aug-26
Cash Flows from operating activities	
Change in net assets	(290,030)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	255,812
Patient accounts receivable	(392,239)
Accounts payable and wages payable	488,366
Accrued liabilities	28,203
Pre-paid assets	159,170
Deferred revenues	(79,017)
Other receivables	46,279
Reserve for third party settlement	136,396
Inventory	13,977
Net Cash Provided by (used in) operating activities	366,917
Cash Flows from investing activities	
Purchase of property and equipment	(18,085)
Work in progress	(207,319)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	(225,404)
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	(69,507)
Net Cash Provided by (used in) financing activities	(69,507)
Net Increase(Decrease) in Cash	72,006
Cash Beginning of Month	20,229,403
Cash End of Month	20,301,409 **

** 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	\$3,427,997.00	\$3,537,337.83	\$109,340.83	103.19%	\$ 196,270.92	\$3,733,608.75
Sep-26						
Oct-26						
Nov-26						
Dec-26						
	\$26,279,656.00	\$25,106,216.31	(\$1,173,439.69)	95.53%	\$ 893,705.67	\$25,999,921.98

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	\$ 6,725,950.00	\$ (1,483,009.00)	81.93%
Mar-26	\$ 8,861,470.00	\$ 7,777,309.00	\$ (1,084,161.00)	87.77%
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	\$ 8,820,886.00	\$ (770,970.00)	91.96%
Aug-26	\$ 9,175,064.00	\$ 8,485,780.00	\$ (689,284.00)	92.49%
Sep-26				
Oct-26				
Nov-26				
Dec-26				
Totals	\$ 69,286,183.00	\$ 61,843,775.00	\$ (7,442,408.00)	89.26%



MINUTES OF REGULAR BOARD MEETING
Tuesday, August 25, 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 August 25, 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 Gwen Taylor, Director Wayne Hooper, Erik Foss

Board members present via Teams: Director Ashley Wilson (Ashley joined via teams at approximately 5:15 pm)

Board members present via telephone: None

Board members absent: None

1) CALL TO ORDER

- a) Call for quorum: Chair Alfred called the meeting to order at 5:01 p.m. MDT and Clerk to the Board, Antoinette Martinez, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: None.
- c) Approval of the Agenda: Vice Chair Matt Mees motioned to approve the agenda with no changes. Director Mark Floyd seconded; the Board Members in attendance unanimously approved the agenda.

2) PUBLIC COMMENT

None

- 3) PRESENTATIONS** *Business Development by Interim Chief Operating Officer Jason Webb.* Jason Webb, PSMC Chief Operating Officer, presented an overview of PSMC’s Access Growth and Performance Governance Framework, focusing on strategies to improve patient access and experience, strengthen patient retention and referral relationships, and identify sustainable growth opportunities. The presentation also emphasized using data and analytics to support informed decision making and evaluating service line performance to maximize existing resources, capacity, and operational effectiveness.

4) REPORTS

- a) Oral Reports
 - i) Chair Report
 - Chair Kate Alfred announced that Dr. Steed will be hosting a presentation in the Board Room on August 26, 2026, about the robotic technology utilized in orthopedic surgeries providing an overview of how it is incorporated into surgical procedures. Board Members are invited to stop by at any time during the scheduled presentation to learn more and see the technology in action.
 - Chair Alfred reminded Board Members there will not be a Regular Board Meeting in September due to two meetings in October; however, regularly scheduled committee

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

meetings will continue as usual during September.

ii) CEO Report

CEO Rhonda Webb advised the following update:

- CEO Webb provided an update on the development of the 2027 budget, noting that it will require careful prioritization of capital needs and strategic investments. Key considerations include critical equipment such as a new CT scanner, additional resources for business development and data management, and target wage increases in areas where reducing reliance on costly contract labor may provide long-term savings. The 2027 Budget Hearing is scheduled for October 8 with final budget approval anticipated in November or early December.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

- None

v) Facilities Committee

The Facilities Committee met on August 18, 2026. Vice Chair Matt Mees summarized the written report included in the Board Packet and provided updates on the progress of several construction and facility projects, including EMS Station 2 on San Juan Street. He highlighted the upcoming EMS Station 2 Open House scheduled for September 16, which will feature light appetizers, children's activities, and tours provided by Jason Webb, Connie Cook, CJ Johnson, and EMS lieutenants. Vice Chair Mees also provided updates on the CORE Building remodel, Emergency Department Safety and Efficiency remodel, Clinic remodel, Hospital Roof project, and Campus Monument Sign. Questions asked and answered.

vi) Strategic Planning Committee Report

The Strategic Planning Committee met on August 18, 2026. Director Mark Floyd summarized the written report in the Board Packet highlighting the upcoming challenges related to technology and AI advancements, staff compensation and recruitment, business growth, and staffing needs, and improved data collection and integration. Questions asked and answered.

vii) Finance Committee Report

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

b) Written Reports

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

5) DECISION AGENDA

- None

6) CONSENT AGENDA

Director Mark Floyd motioned to approve the consent agenda (approval of Board Member absences, approval of the regular meeting minutes of 07/28/2026 and the Medical Staff Report). The motion was seconded by Director Gwen Taylor and the Board Members in attendance approved the consent agenda items. Director Erik Foss abstained from the vote regarding the regular meeting minutes as he was not present at the July 28, 2026, meeting.

7) EXECUTIVE SESSION

- None

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

8) OTHER BUSINESS

- Regular Meeting: Thursday, October 8, 2026, at 5:00 pm MST (Budget Hearing)
- Regular Meeting: Tuesday, October 27, 2026, at 5:00 pm MST

9) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 5:32 p.m. MDT.

Respectfully submitted by:

Antoinette Martinez, serving as Clerk to the Board

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