

**MONTEZUMA COUNTY HOSPITAL DISTRICT  
BOARD MEETING  
EMS Training Room, Southwest Health System  
WEDNESDAY, March 13, 2024  
Meeting Starts: 6:00pm**

**AGENDA**

**6:00pm Call to Order** - 5 minutes

**Roll Call**

**Changes or additions to agenda**

**Public Comment:** *Public is invited to attend and provide comments please RSVP [bjabour@swhealth.org](mailto:bjabour@swhealth.org) as seating is limited.*

**CONSENT AGENDA** (Enclosure 1) - 5 minutes

- February 14, 2024 Regular Meeting Minutes
- Payment of Bills

**REPORTS and ACTION ITEMS**

**SHS Report** (Enclosure 2)

- SHS Board Report - 5 minutes
- Operations Report - 10 minutes
- Finance Report - 10 minutes

**Financial Report, Rob Dobry, Scty/Treas** (Enclosure 3) - 5 minutes

- February Financials
- Website

**Foundation Update, Gala Pock** - 5 minutes

**Capital Infrastructure Committee Report** - 15 minutes

- Updated Microgrid Proposal – Mazzetti
- Roof Bid Discussion

**Attorney Report**

**Executive Session**

**Adjournment**

**Mission Statement**

It is the mission of the Montezuma County Hospital District to assure high quality healthcare facilities for the community, Montezuma County, and the surrounding areas and to provide support and assistance in a manner which is consistent with a high standard of healthcare.



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# Consent Agenda

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## Mission Statement

It is the mission of the Montezuma County Hospital District to assure high quality healthcare facilities for the community, Montezuma County, and the surrounding areas and to provide support and assistance in a manner which is consistent with a high standard of healthcare.

**Montezuma County Hospital District Regular Board Meeting**  
**EMS Training Room**  
**February 14, 2024**

<b>Present:</b>	<b>Also Present:</b>	<b>Recorded by:</b>
Brandon Johnson, Chairperson	Shirley Jones, SHS Chair	Bridgett Jabour, Secretary
Robert Dobry, Secretary/Treasurer	Travis Parker, SHS CHRO	
Gala Pock, Director	Joe Theine, SHS CEO	
Sean Flaherty, Director	Shelle Diehm, SHS Interim CFO via Teams	<b>Excused/Absent:</b>
Bob Ower, Director		Orly Lucero, Director
Bill Thompson, Vice-Chairperson	Bill Stroop, community member	Heidi Trainor, CPA
		Keenen Lovett, MCHD Attorney
<b>Counsel:</b>		Rob Owens, SHS Plant Ops Director
Kelly McCabe, MCHD Attorney		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<b>Call to order</b>	MCHD Chair Brandon Johnson called the meeting to order at 6:01 pm.		
<b>Roll Call</b>	Roll was called for the Board by Robert Dobry, Scty/Treas for MCHD Board.		
<b>Public Comment</b>	Community member Bill Stroop thanked the board for having the agenda packet available before the meeting.		
<b>Changes to Agenda</b>	The board discussed the addition of Cortez Pipeline Representation for MCHD water shares be added under Capital Infrastructure Report	It was moved and seconded to add Cortez Pipeline Representation for MCHD. MOTION: Robert Dobry SECOND: Bob Ower Motion carried.	
<b>Consent Agenda</b>	January 10, 2024 Regular Meeting Minutes Payment of Bills	It was moved and seconded to approve the consent agenda as presented. Motion: Robert Dobry Second Bob Ower Motion carried.	
<b><u>REPORTS and ACTION ITEMS</u></b>			

<p><b>SHS Board Report</b></p>	<p>SHS Chairperson Shirley Jones advised that the SHS Board has been developing their committee assignments and continued board training and development.</p>		
<p><b>SHS Operating Report – Joe Theine</b></p>	<p>SHS CEO Joe Theine updated the MCHD Board on project, strategies and opportunities at SHS. He reviewed provider recruitment status, staff retention and recruitment initiatives and growth in services. Additionally, employee of the month and other recognitions were described.</p>		
<p><b>SHS FYE 2023 Financial Report – Shelle Diehm</b></p>	<p>December/year-end financials were reported by SHS Interim CFO Shelle Diehm. Highlights include:</p> <ul style="list-style-type: none"> <li>• Retail pharmacy has increased \$2m in 2023. We have a lot of patients on FAP and CICP; our goal has been to get proper medications to improve patient outcomes, with programs for uninsured.</li> <li>• With a new investment strategy, SHS is locked in to higher interest rates in late 2023 for 3-5years as we anticipate lowering of interest rates in 2024. It was very good timing to make this change.</li> <li>• FYE December 2023 EBIDA is \$5.976M, up \$700k over previous year.</li> <li>• The Vectra line of credit we paid down over \$1M on in 2023.</li> <li>• Ms. Diehm reviewed business office elements, income statement, balance sheet,</li> <li>• Mr. Theine updated the MCHD Board that conversations continue regarding the request to the bank syndicate with Zionsbancorp as trustee and Vectra Bank Colorado to lower days cash on hand. SHS has met with Mark Wright and the other creditors who are generally in agreement with lowering the days cash on hand requirement; SHS has requested lowering to 60 days cash. Cash flow report, operational analysis. SHS remains just at 80 days' cash, so even though there continues to be increase in funds of Capital Infrastructure funds, these cannot be expended unless we're able to maintain days' cash on hand requirement of 80 days. All other debt ratios are doing well. 13-week cash projection, review of schedule of debt payments end year with \$1.5m in capital infrastructure reserve account.</li> </ul>	<p>There was a question regarding the payor mix for 2023. Ms. Diehm will get this information and forward to the MCHD Board.</p> <p>The bank syndicate will review and will determine response in the next week or two to determine if they're willing to lower days' cash on hand requirement. If approved by syndicate, this will require amendment signed by both MCHD, SHS, the banks and the County Commissioners as it affects bond documents.</p>	<p>Ms. Diehm</p> <p>Mr. McCabe's office will keep MCHD Board apprised of progress.</p>

<p><b>Financial Report – Robert Dobry, Scty/Treasurer</b></p>	<p>Sales tax received totals \$180,088.81 for the month. Year-over-year, receipt of 101.18% compared to 2023 same month. Mr. Dobry requested board direction regarding the separate bank account for DOLA/Caring for Colorado account. Would like to move approximate \$2k of funds to general account, and close out this sweep account since it is no longer in use. There was board consensus was that this was acceptable.</p>	<p>Per Mr. McCabe, no board action is necessary to initiate closing of the DOLA/Caring for Colorado account.</p>	<p>Mr. Dobry will close the account with this direction from the Board.</p>
<p><b>Foundation Report</b></p>	<p>Gala stated they approved the purchase of the endoscope for barium that can image the vocal cords to diagnose and provide therapy for speech patterns. We'll be the only facility in SW Colorado with that piece of equipment.</p>	<p>The SWMH Foundation board is now meeting monthly.</p>	
<p><b>Capital Infrastructure Committee Report</b></p>	<p>Cortez 21 Pipeline will be meeting next month. Orly Lucero is our current representative; Mr. Johnson recommended that MCHD appoint a secondary person if Mr. Lucero is not available.</p> <p>Mr. Flagherty advised that the Capital Infrastructure Committee met this morning and discussed 2 topics: the roof repair project and the Microgrid proposal received by Mazzetti Engineering. The Capital Infrastructure Committee received 2 bids for the roofing project with 2 different technologies. One is new membrane and the other is an overlayment. The new membrane is half the price of the overlayment. The Committee has determined it would be prudent to put it back out for additional bids before making any further decisions.</p> <p>Mr. Dobry advised that there is a DOLA Grant funding cycle in March, but with the additional work being needed prior to application, it is recommended that MCHD apply early summer. Additional design and financing options are needed before applying. The Capital Infrastructure committee will continue to meet monthly.</p>	<p>It was moved and seconded to appoint Bob Ower as MCHD representative to Cortez 21 Pipeline.  MOTION: Robert Dobry  SECOND: Gala Pock.  Motion carried.  Kelly McCabe stated he will draw up a resolution and background on the history of the pipeline. When attending, Mr. Ower may be asked to pay dues for MCHD for the year. It was noted that dues will be reimbursed to Mr. Ower by the District.</p> <p>The board discussed the Microgrid Proposal. Mr. Dobry recommended that MCHD fully take the burden of the cost for preplanning, keeping the expense separate from the Capital Improvement funds. MCHD should be the client on this proposal. It was moved and seconded that the MCHD Board fully fund the project up to \$25,600, adding the deliverable of financing options to the fee proposal and authorizing Brandon Johnson to sign with these changes.</p>	

		MOTION: Robert Dobry SECOND: Gala Pock Motion carried.	
<b>Attorney Report</b>	Mr. McCabe stated that the Board should have received via email this week, the amended bylaws, with minor edits adjusting article 3 to correct years in election to align with current statute. Other changes include amending Article 11, indemnification clause removing obsolete language.	It was moved and seconded to amend the Bylaws as recommended by Mr. McCabe, waiving further notice; dated February 14 <sup>th</sup> , 2024. MOTION: Gala Pock SECOND: Sean Flougherty Motion carried; none opposed. The final bylaws will be signed by Mr. Johnson and forwarded to Ms. Jabour for Board records.	
<b>Executive Session</b>	There was no board action to adjourn to executive session.		
<b>Adjournment</b>	Next meeting to take place March 13, 2024.	The Board adjourned the meeting at 7:02 pm. MOTION: Robert Dobry SECOND: Bob Ower Motion carried.	

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Bridgett Jabour, MCHD Secretary

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Robert Dobry, Secretary/Treasurer

CONSENT  
AGENDA  
PAYMENT OF BILLS

## MARCH 2024 Bills

Vendor	Description	Amount
Kelly R. McCabe, PC	3593	\$ 1,102.50
Montezuma Valley Irrig Co	3138	\$ 615.00
Heidi A. Trainor, CPA, PC	25795	\$ 1,650.00
		<b>\$ 3,367.50</b>



KELLY R. McCABE, P.C.

KELLY R. McCABE  
 KEENEN D. LOVETT  
 BRYSON C. McCABE

22 E Main  
 Cortez, Colorado 81321  
 United States  
 Phone: (970) 565-7209  
 Fax: 970-565-6355

# INVOICE

Invoice # 3593  
 Date: 02/21/2024  
 Due On: 03/22/2024

MONTEZUMA C. HOSPITAL DISTRICT  
 PO BOX 1034  
 CORTEZ, CO 81321

## Montezuma C. Hospital District - 9001

Type	Date	Notes	Quantity	Attorney	Rate	Total
Service	01/04/2024	Phone conference with Dola Re: Elections/ term limits and e-mail to board re: walk in lease	0.60	KDL	\$315.00	\$189.00
Service	01/09/2024	E-mail to Rob Re: Sales tax exemption and e-mail board to prepare for regular meeting	0.40	KDL	\$315.00	\$126.00
Service	01/10/2024	Preparation for meeting	0.50	KDL	\$315.00	\$157.50
Service	01/10/2024	January regular meeting	1.50	KDL	\$315.00	\$472.50
Service	01/11/2024	Phone conference with Aaron Brooks Re: Walk-in Lease	0.20	KDL	\$315.00	\$63.00
Service	01/11/2024	Prepare Disclaimer Language Re: Posting of packet	0.30	KDL	\$315.00	\$94.50

Time Keeper	Quantity	Rate	Total
Keenen Lovett	3.5	\$315.00	\$1,102.50
<b>Subtotal</b>			<b>\$1,102.50</b>



**Total      \$1,102.50**

## Detailed Statement of Account

### Current Invoice

Invoice Number	Due On	Amount Due	Payments Received	Balance Due
3593	03/22/2024	\$1,102.50	\$0.00	\$1,102.50
<b>Outstanding Balance</b>				<b>\$1,102.50</b>
<b>Total Amount Outstanding</b>				<b>\$1,102.50</b>

Please make all amounts payable to: Kelly R. McCabe, PC

Please pay within 30 days.



Montezuma Valley Irrigation Company  
 PO Box 1056  
 Cortez, CO 81321 (970) 565-3332

Date 1/22/2024 Account# 3138

Montezuma County Hospital District  
 PO Box 1034  
 Cortez, CO 81321

Total Shares Assessed	5
Previous Balance	\$0.00
Current Assessment	\$615.00
Interest	\$0.00
Misc Charges	\$0.00
Amount Paid	\$0.00
<b>Balance Due</b>	<b>\$615.00</b>

2024 ANNUAL ASSESSMENTS & FEES

Description	Shares	Rate	Amount
2024 Assessment per Share	5	\$41.00	\$205.00
2024 Fee per Account	0	\$410.00	\$410.00
		<u>Current Assessment</u>	\$615.00

Headgate	Gate Shares
CP-33	5

All accounts not paid by April 1st will be charged a one-time \$50 late fee in addition to 1.5% interest per month starting April 1st. No statements will be sent after April 1. Montezuma Valley Irrigation Company Bylaws state, no water or other services shall be delivered to a stockholder until all assessments, charges, and arrearages then due the company, with regard to the ownership interest of the stockholder, have been fully paid.

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 Please return stub with payment

Please verify your contact information for our records

Montezuma County Hospital District  
 PO Box 1034  
 Cortez, CO 81321

**FULL PAYMENT DUE BY:**  
**3/31/2024**

Account# 3138  
 Balance Due \$615.00

Phone:  
 Cell: 970-903-0726  
 Email: rowens@swhealth.org

*Please update information and submit with payment:*

Name: \_\_\_\_\_  
(cannot be changed without changing stock certificate)

Street Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Text Phone: \_\_\_\_\_

Alternate Phone: \_\_\_\_\_

MVIC Texts come from 844-643-0367

Account number: \_\_\_\_\_

Names of individuals that have permission to order water:

\_\_\_\_\_

\_\_\_\_\_

E-mail: \_\_\_\_\_

Credit card payments can be made through our website at  
[www.mvic.info](http://www.mvic.info) from February 1 through April 26, 2024.

Sign in as a guest to the payment section.

**Heidi A. Trainor, CPA, PC**

1 West Main, Suite #5, P.O. Box 808  
Cortez, CO 81321-  
Tel: 970-565-2435 Fax: 970-565-2443  
htrainor@hatcpa.com  
hatcpa.com

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**Invoice**

MONTEZUMA COUNTY HOSPITAL DISTRICT  
P.O. BOX 1034  
CORTEZ, CO 81321

**Invoice Date:** Feb 29, 2024

**Invoice Num:** 25795

**Billing Through:** Mar 1, 2024

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**MONTEZUMA COUNTY HOSPITAL DISTRICT (MON45) - Managed by (htrainor)**

**Services**

Accounting Services

**Total Service Amount:**           \$1,650.00

**Amount Due This Invoice:**           \$1,650.00

*This invoice is due upon receipt*

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# SHS Report

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## Mission Statement

It is the mission of the Montezuma County Hospital District to assure high quality healthcare facilities for the community, Montezuma County, and the surrounding areas and to provide support and assistance in a manner which is consistent with a high standard of healthcare.

# CEO Report

## February 2024



Area	Update														
<b>Physician   Provider Recruiting</b>	<div style="text-align: center;"> <table border="1" style="margin: auto;"> <tr><td>Total Candidates</td><td>66</td></tr> <tr><td>Active</td><td>14</td></tr> <tr><td>Interviews Scheduled</td><td>15</td></tr> <tr><td>Interviews Completed</td><td>15</td></tr> <tr><td>Offer Made</td><td>11</td></tr> <tr><td>Offer Accepted</td><td>10</td></tr> <tr><td>Offer Not Accepted</td><td>1</td></tr> </table> </div> <p><i>Updated 2/20/2024</i></p> <p>Upcoming On-Site Interviews:</p> <ul style="list-style-type: none"> <li>• General Surgeon – March 2024</li> </ul> <p>Completed On-Site Interviews:</p> <ul style="list-style-type: none"> <li>• Family Medicine OB – 1/25/2024</li> <li>• Family Medicine OB (2025 Start) – 2/15/2024</li> </ul> <p>Offers Accepted Since Last Meeting:</p> <ul style="list-style-type: none"> <li>• Podiatry</li> </ul>	Total Candidates	66	Active	14	Interviews Scheduled	15	Interviews Completed	15	Offer Made	11	Offer Accepted	10	Offer Not Accepted	1
Total Candidates	66														
Active	14														
Interviews Scheduled	15														
Interviews Completed	15														
Offer Made	11														
Offer Accepted	10														
Offer Not Accepted	1														
<b>CFO Recruiting</b>	<ul style="list-style-type: none"> <li>• Shelle Diehm continuing to support finance remotely.</li> <li>• One candidate interview 2/27 – 2/29/2024. Second candidate completed phone screening.</li> </ul>														
<b>Operations Updates</b>	<ul style="list-style-type: none"> <li>• Dr. Carelock continuing part-time work through 3/31/2024.</li> <li>• Applying for LOR Foundation Grant for Family Birthing Center Equipment, totalling up to \$30,000.</li> <li>• Started Gallup Q12 Small Book Club to Explore Leadership / Engagement Concepts</li> <li>• Completed training   overview of Cost Flex, activity based accounting tool, and Engigorate Healthcare Solutions, labor productivity tool.</li> <li>• Lab Director Retained and Stepping into Supervisor Role, Position Posted             <ul style="list-style-type: none"> <li>○ One Lab Director Interview Completed</li> </ul> </li> <li>• RN vacancies lowest since October 2023 with 18 current openings. Highest was 24.</li> </ul>														
<b>CEO Community Engagement</b>	<ul style="list-style-type: none"> <li>• Heather Alvarez, Mancos Town Administrator</li> </ul>														

# CEO Report

## February 2024



Area	Update
<b>Other Meetings</b>	<ul style="list-style-type: none"><li>• Patrick McLaughlin, MD</li><li>• Community Hospital Corp Visit, Plano TX</li><li>• First Quarterly CEO Roundtable with Frontline Staff</li><li>• Kimberly Washburn, Nurse Practitioner</li><li>• Elena Kraus, Emergency Dept PA-C</li><li>• Jason Eversole, DO</li></ul>
<b>Other Notable Items</b>	<ul style="list-style-type: none"><li>• Selected to Co-Present at Western Healthcare Alliance Annual Summit with Caitlin DeCrow – Summer 2024</li><li>• Attended Department Meetings<ul style="list-style-type: none"><li>○ Pharmacy</li></ul></li></ul>

# Finance Report

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## MISSION STATEMENT

Our mission is to provide the highest quality health care to our community by bringing excellence, value, and service together to promote, improve and restore health.





Patient Volumes and Utilization Statistics

Southwest Health System Consolidated

Through the Period Ending Jan-24

Low Mo High Mo Of Last 6 Mos. Inc PY

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Budget	# Var	% Var	Prior Year	% Var
<b>Admissions, Total</b>	69	95	(26)	(27.4%)	82	(15.9%)	89	71	72	61	64	69	95	(26)	(27.4%)	82	(15.9%)
Acute	63	92	(29)	(31.5%)	80	(21.3%)	82	63	66	57	56	63	92	(29)	(31.5%)	80	(21.3%)
SNF / SWINGBED	6	3	3	100.0%	2	200.0%	7	8	6	4	8	6	3	3	100.0%	2	200.0%
<b>Patient Days, Total</b>	373	368	5	1.4%	314	18.8%	360	323	315	329	360	373	368	5	1.4%	314	18.8%
Acute	290	339	(49)	(14.5%)	295	(1.7%)	276	267	246	238	248	290	339	(49)	(14.5%)	295	(1.7%)
SNF / SWINGBED	83	29	54	186.2%	19	336.8%	84	56	69	91	112	83	29	54	186.2%	19	336.8%
<b>ALOS, Total</b>	5.41	3.87	(1.53)	(39.6%)	3.83	(41.2%)	4.04	4.55	4.38	5.39	5.63	5.41	3.87	(1.53)	(39.6%)	3.83	(41.2%)
Acute	4.60	3.68	(0.92)	(24.9%)	3.69	(24.8%)	3.37	4.24	3.73	4.18	4.43	4.60	3.68	(0.92)	(24.9%)	3.69	(24.8%)
SNF	13.83	9.67	(4.17)	(43.1%)	9.50	(45.6%)	12.00	7.00	11.50	22.75	14.00	13.83	9.67	(4.17)	(43.1%)	9.50	(45.6%)
<b>Adj Admissions</b>	416	609	(193)	(31.7%)	542	(23.2%)	599	506	535	438	421	416	609	(193)	(31.7%)	542	(23.2%)
<b>Adj Patient Days</b>	2,250	2,361	(111)	(4.7%)	2,075	8.4%	2,425	2,301	2,341	2,360	2,368	2,250	2,361	(111)	(4.7%)	2,075	8.4%
<b>Case Mix Index, Total</b>	1.3233	1.2576	0.0657	5.2%	1.1035	19.9%	1.3268	1.3080	1.3539	1.2273	1.3205	1.3233	1.2576	0.0657	5.2%	1.1035	19.9%
<b>Case Mix Index, Medicare</b>	1.3029	1.2017	0.1012	8.4%	1.1594	12.4%	1.2350	1.3305	1.2260	1.2332	1.4717	1.3029	1.2017	0.1012	8.4%	1.1594	12.4%
<b>Surgeries, Total</b>	58	85	(27)	(31.8%)	85	(31.8%)	71	78	83	79	66	58	85	(27)	(31.8%)	85	(31.8%)
Inpatient	16	19	(3)	(15.8%)	15	6.7%	20	17	17	12	12	16	19	(3)	(15.8%)	15	6.7%
Outpatient	42	66	(24)	(36.4%)	70	(40.0%)	51	61	66	67	54	42	66	(24)	(36.4%)	70	(40.0%)
<b>Total GI Procedures</b>	74	79	(5)	(6.3%)	76	(2.6%)	118	72	86	77	84	74	79	(5)	(6.3%)	76	(2.6%)
<b>Births</b>	4	9	(5)	(55.6%)	13	(69.2%)	7	4	6	15	9	4	9	(5)	(55.6%)	13	(69.2%)
<b>Emergency Visits</b>	1,096	1,118	(22)	(2.0%)	1,101	(0.5%)	1,224	1,190	1,161	1,112	1,088	1,096	1,118	(22)	(2.0%)	1,101	(0.5%)
<b>ER Conversion Rate</b>	5.7%	6.0%	--	(0.3%)	8.4%	(2.7%)	5.7%	5.3%	5.4%	4.9%	4.6%	5.7%	6.0%	--	(0.3%)	8.4%	(2.7%)
<b>Observation Days</b>	37	51	(14)	(27.5%)	59	(37.3%)	34	42	24	26	40	37	51	(14)	(27.5%)	59	(37.3%)
<b>Outpatient Diagnostic Visits</b>	3,633	3,822	(189)	(4.9%)	3,371	7.8%	3,434	3,017	3,450	3,178	3,232	3,633	3,822	(189)	(4.9%)	3,371	7.8%
<b>Provider Based or Specialty Clinic Visits</b>	879	913	(34)	(3.7%)	1,347	(34.7%)	959	915	1,021	981	846	879	913	(34)	(3.7%)	1,347	(34.7%)
<b>Rural Health Clinic Visits</b>	3,797	4,067	(270)	(6.6%)	3,303	15.0%	4,037	3,250	3,572	3,434	3,396	3,797	4,067	(270)	(6.6%)	3,303	15.0%
<b>MRI Procedures</b>	133	130	3	2.3%	121	9.9%	137	122	143	90	111	133	130	3	2.3%	121	9.9%
Inpatient	4	1	3	300.0%	2	100.0%	4	1	0	1	2	4	1	3	300.0%	2	100.0%
Outpatient	129	129	0	0.0%	119	8.4%	133	121	143	89	109	129	129	0	0.0%	119	8.4%
<b>Wound Care Procedures</b>	148	88	60	68.2%	87	70.1%	137	106	155	167	122	148	88	60	68.2%	87	70.1%
<b>Pain Management Cases</b>	24	22	2	9.1%	23	4.3%	21	14	15	24	16	24	22	2	9.1%	23	4.3%
<b>Sleep Studies</b>	49	34	15	44.1%	51	(3.9%)	40	32	41	42	29	49	34	15	44.1%	51	(3.9%)
<b>CT Procedures</b>	496	517	(21)	(4.1%)	484	2.5%	495	553	501	470	440	496	517	(21)	(4.1%)	484	2.5%
<b>Total Imaging Procedures</b>	2,257	2,317	(60)	(2.6%)	2,237	0.9%	2,243	2,253	2,177	2,088	2,070	2,257	2,317	(60)	(2.6%)	2,237	0.9%



**Operating Performance Summary**  
 Southwest Health System Consolidated  
 Through the Period Ending Jan-24

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Actual	Budget	\$ Var	% Var	Prior	% Var	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Budget	\$ Var	% Var	Prior Year	% Var
Inpatient Revenue	\$2,216	\$2,183	\$33	1.5%	\$1,914	15.7%	\$2,064	\$1,751	\$1,786	\$1,736	\$1,780	\$2,216	\$2,183	\$33	1.5%	\$1,914	15.7%
Outpatient Revenue	11,149	11,823	(674)	(5.7%)	10,737	3.8%	11,836	10,722	11,484	10,716	9,925	11,149	11,823	(674)	(5.7%)	10,737	3.8%
<b>Gross Patient Revenue</b>	<b>13,365</b>	<b>14,006</b>	<b>(641)</b>	<b>(4.6%)</b>	<b>12,651</b>	<b>5.6%</b>	<b>13,900</b>	<b>12,473</b>	<b>13,270</b>	<b>12,452</b>	<b>11,705</b>	<b>13,365</b>	<b>14,006</b>	<b>(641)</b>	<b>(4.6%)</b>	<b>12,651</b>	<b>5.6%</b>
<b>Revenue Deductions</b>																	
Medicare	1,942	2,280	338	14.8%	2,258	14.0%	2,508	1,911	2,261	2,167	1,450	1,942	2,280	338	14.8%	2,258	14.0%
Medicaid	2,871	2,871	0	0.0%	2,843	(1.0%)	2,672	2,489	2,613	2,316	2,035	2,871	2,871	0	0.0%	2,843	(1.0%)
Prior Year Cost Report Adj-MCARE	0	0	0	0.0%	0	0.0%	140	0	0	173	0	0	0	0	0.0%	0	0.0%
Prior Year Cost Report Adj-MCAID	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Disproportionate Share	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
UPL	(949)	(1,002)	(53)	(5.3%)	(873)	8.7%	(951)	(949)	(949)	(951)	(949)	(949)	(1,002)	(53)	(5.3%)	(873)	8.7%
Managed Medicare	1,605	1,513	(92)	(6.1%)	894	(79.5%)	1,290	1,351	1,391	1,199	1,045	1,605	1,513	(92)	(6.1%)	894	(79.5%)
Managed Care (HMO/PPO) Discounts	839	746	(93)	(12.5%)	639	(31.3%)	845	909	959	411	783	839	746	(93)	(12.5%)	639	(31.3%)
Charity & Indigent care	366	310	(56)	(18.1%)	268	(36.6%)	241	313	426	598	404	366	310	(56)	(18.1%)	268	(36.6%)
Other Discounts	423	478	55	11.5%	475	10.9%	495	364	474	431	341	423	478	55	11.5%	475	10.9%
Self Pay Discounts	0	66	66	100.0%	0	0.0%	0	0	0	0	0	0	66	66	100.0%	0	0.0%
Implicit Price Concessions	193	359	166	46.2%	291	33.7%	563	354	(171)	648	281	193	359	166	46.2%	291	33.7%
<b>Total Deductions</b>	<b>7,290</b>	<b>7,621</b>	<b>331</b>	<b>4.3%</b>	<b>6,795</b>	<b>(7.3%)</b>	<b>7,803</b>	<b>6,742</b>	<b>7,004</b>	<b>6,992</b>	<b>5,390</b>	<b>7,290</b>	<b>7,621</b>	<b>331</b>	<b>4.3%</b>	<b>6,795</b>	<b>(7.3%)</b>
<b>Net Patient Revenue</b>	<b>6,075</b>	<b>6,385</b>	<b>(310)</b>	<b>(4.9%)</b>	<b>5,856</b>	<b>3.7%</b>	<b>6,097</b>	<b>5,731</b>	<b>6,266</b>	<b>5,460</b>	<b>6,315</b>	<b>6,075</b>	<b>6,385</b>	<b>(310)</b>	<b>(4.9%)</b>	<b>5,856</b>	<b>3.7%</b>
Other Revenue	407	609	(202)	(33.1%)	399	2.1%	647	559	692	677	565	407	609	(202)	(33.1%)	399	2.1%
<b>Net Operating Revenue</b>	<b>6,482</b>	<b>6,994</b>	<b>(512)</b>	<b>(7.3%)</b>	<b>6,255</b>	<b>3.6%</b>	<b>6,744</b>	<b>6,290</b>	<b>6,958</b>	<b>6,137</b>	<b>6,880</b>	<b>6,482</b>	<b>6,994</b>	<b>(512)</b>	<b>(7.3%)</b>	<b>6,255</b>	<b>3.6%</b>
<b>Operating Expenses</b>																	
Salaries	3,084	3,696	612	16.6%	3,409	9.5%	3,278	2,999	3,361	3,052	3,113	3,084	3,696	612	16.6%	3,409	9.5%
Employee Benefits	591	580	(11)	(1.8%)	605	2.4%	421	421	676	162	866	591	580	(11)	(1.8%)	605	2.4%
Professional Fees	152	138	(14)	(9.8%)	242	37.4%	(79)	120	112	108	147	152	138	(14)	(9.8%)	242	37.4%
Medical Supplies	365	372	7	2.0%	257	(41.6%)	473	332	369	340	381	365	372	7	2.0%	257	(41.6%)
Pharmaceutical Supplies	734	770	36	4.7%	560	(31.0%)	657	841	827	894	676	734	770	36	4.7%	560	(31.0%)
Other Supplies	128	122	(6)	(5.3%)	102	(25.1%)	95	87	93	110	79	128	122	(6)	(5.3%)	102	(25.1%)
Purchased Services	269	352	83	23.6%	293	8.1%	386	291	290	328	650	269	352	83	23.6%	293	8.1%
Lease and Rent	24	30	6	17.8%	25	3.4%	29	27	42	24	12	24	30	6	17.8%	25	3.4%
Insurance	84	90	6	7.4%	70	(18.7%)	86	83	85	94	86	84	90	6	7.4%	70	(18.7%)
Utilities	77	117	40	34.1%	79	2.2%	112	96	84	80	101	77	117	40	34.1%	79	2.2%
Depreciation & Amortization	315	315	0	0.1%	385	18.1%	331	320	330	319	332	315	315	0	0.1%	385	18.1%
Interest	121	110	(11)	(9.8%)	103	(17.3%)	115	116	124	125	122	121	110	(11)	(9.8%)	103	(17.3%)
Other	695	642	(53)	(8.3%)	554	(25.5%)	563	520	516	629	812	695	642	(53)	(8.3%)	554	(25.5%)
<b>Total Operating Expenses</b>	<b>6,639</b>	<b>7,334</b>	<b>695</b>	<b>9.5%</b>	<b>6,684</b>	<b>0.7%</b>	<b>6,467</b>	<b>6,253</b>	<b>6,909</b>	<b>6,265</b>	<b>7,377</b>	<b>6,639</b>	<b>7,334</b>	<b>695</b>	<b>9.5%</b>	<b>6,684</b>	<b>0.7%</b>
<b>Operating Margin</b>	<b>(157)</b>	<b>(340)</b>	<b>183</b>	<b>(53.8%)</b>	<b>(429)</b>	<b>63.9%</b>	<b>277</b>	<b>37</b>	<b>49</b>	<b>(128)</b>	<b>(497)</b>	<b>(157)</b>	<b>(340)</b>	<b>183</b>	<b>54.2%</b>	<b>(429)</b>	<b>63.9%</b>
<b>Non-Operating Revenue (Exp)</b>																	
Investment Income	75	38	37	97.4%	127	(40.9%)	(38)	(101)	(73)	87	29	75	38	37	97.4%	127	(40.9%)
Impairment of Long-Lived Assets	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Gain/(Loss) on Facility Sale	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Corporate Allocation	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Refinancing Costs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Contribution Received for Acquisition	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other	238	162	76	46.9%	168	41.7%	218	208	198	214	235	238	162	76	46.9%	168	41.7%
<b>Total Non-Operating Revenue (Exp)</b>	<b>313</b>	<b>200</b>	<b>113</b>	<b>56.5%</b>	<b>295</b>	<b>6.1%</b>	<b>180</b>	<b>107</b>	<b>125</b>	<b>301</b>	<b>264</b>	<b>313</b>	<b>200</b>	<b>113</b>	<b>56.5%</b>	<b>295</b>	<b>6.1%</b>
<b>Net Margin</b>	<b>\$156</b>	<b>(\$140)</b>	<b>\$296</b>	<b>211.4%</b>	<b>(\$134)</b>	<b>216.4%</b>	<b>\$457</b>	<b>\$144</b>	<b>\$174</b>	<b>\$173</b>	<b>(\$233)</b>	<b>\$156</b>	<b>(\$140)</b>	<b>\$296</b>	<b>211.4%</b>	<b>(\$134)</b>	<b>215.7%</b>
<b>EBIDA</b>	<b>\$592</b>	<b>\$285</b>	<b>\$307</b>	<b>107.7%</b>	<b>\$354</b>	<b>67.2%</b>	<b>\$903</b>	<b>\$580</b>	<b>\$628</b>	<b>\$617</b>	<b>\$221</b>	<b>\$592</b>	<b>\$285</b>	<b>\$307</b>	<b>107.7%</b>	<b>\$354</b>	<b>67.2%</b>
<b>Total Profit Margin</b>	2.4%	(2.0%)			(2.1%)		6.8%	2.3%	2.5%	2.8%	(3.4%)	2.4%	(2.0%)			(2.1%)	
<b>EBIDA Margin</b>	9.1%	4.1%			5.7%		13.4%	9.2%	9.0%	10.1%	3.2%	9.1%	4.1%			5.7%	



**Business Office Elements**  
Through the Period Ending Jan-24

**Southwest Memorial Hospital**

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5 days	4 days	4 days	4 days	4 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	102.4%	102.4%	102.4%	102.4%
A/R Days (Net) 3	48 days	33 days	33 days	33 days	33 days
Percent of Medicare < 60 days 4	95%	100%	100%	100%	100%
Percent of Medicaid < 90 days 5	90%	87%	87%	87%	87%
Percent of Commercial Insurance < 90 days 6	90%	72%	72%	72%	72%
Credit Balance % 7	3%	6%	6%	6%	6%
Cost to Collect per Dollar 8	\$0.05	\$0.03	\$0.03	\$0.03	\$0.03

**Southwest Health System Clinics**

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5 days	0 days	0 days	0 days	0 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	96%	96.1%	96.1%	96.1%
A/R Days (Net) 3	48 days	32 days	32 days	32 days	32 days
Percent of Medicare < 60 days 4	95%	92%	92%	92%	92%
Percent of Medicaid < 90 days 5	90%	93%	93%	93%	93%
Percent of Commercial Insurance < 90 days 6	90%	82%	82%	82%	82%
Upfront Cash Collections 9	\$20	\$13	\$13	\$13	\$13
Credit Balance % 7	3%	5%	5%	5%	5%

AR Aging (000's)	0 - 30	31 - 60	61 - 90	91 - 120	Over 120
Medicare	\$468	\$31	\$20	\$8	\$16
Aging %	86%	6%	4%	2%	3%
Medicaid	\$332	\$20	\$12	\$4	\$24
Aging %	85%	5%	3%	1%	6%
Managed Medicare	\$332	\$20	\$12	\$4	\$24
Aging %	85%	5%	3%	1%	6%
Commercial Insurance	\$180	\$32	\$9	\$24	\$77
Aging %	56%	10%	3%	7%	24%
Self Pay	\$289	\$86	\$24	\$33	\$58
Aging %	59%	18%	5%	7%	12%
<b>Total</b>	<b>\$1,601</b>	<b>\$189</b>	<b>\$77</b>	<b>\$73</b>	<b>\$199</b>
<b>Aging %</b>	<b>75%</b>	<b>9%</b>	<b>4%</b>	<b>3%</b>	<b>9%</b>

**Definitions:**

- Days Unbilled: Discharged not billed amount on the last day of the month divided by daily gross revenue for the current month.
- Rolling 12 Mos Cash Collect % Net Revenue\*: Rolling 12 mo Cash Collections / (Rolling 12 months 30 day lag Net Rev)
- AR Days Net: Net Accounts Receivable / (Last 3 months NPR Less BD / Days in Period).
- Medicare: Traditional Medicare ONLY, excludes all Managed Care Medicare payers.
- Medicaid: Includes ALL Medicaid, traditional and managed care.
- Commercial Insurance: Includes all commercially contracted payers (report Managed Medicare payers on Managed Medicare line); excluding Charity and Self-Pay.
- Credit Balance %: Credit balances on the last day of the month divided by gross A/R on the last day of the month.
- Cost to Collect per Dollar: Direct costs for the month for business office and admissions, including benefits, divided by collections for the month.
- Upfront Collections: collection of all co-pays and deductibles at time of visit
- Denial Rate %: Total dollar amount of claims denied by payers within past 90 days divided by total dollar amount of claims submitted within past 90 days.



**Income Statement**  
**Southwest Health System Consolidated**

Through the Period Ending Jan-24

		Current Month				Prior Year	
Actual	Budget	Variance *		Prior Year	Variance *		
		\$	%		\$	%	
\$2,216	\$2,183	\$33	1.5%	\$1,914	\$302	15.7%	
11,149	11,823	(674)	(5.7%)	10,737	412	3.8%	
<b>13,365</b>	<b>14,006</b>	<b>(641)</b>	<b>(4.6%)</b>	<b>12,651</b>	<b>714</b>	<b>5.6%</b>	
1,942	2,280	338	14.8%	2,258	316	14.0%	
2,871	2,871	0	0.0%	2,843	(28)	(1.0%)	
0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	
(949)	(1,002)	(53)	(5.3%)	(873)	76	8.7%	
1,605	1,513	(92)	(6.1%)	894	(711)	(79.6%)	
839	746	(93)	(12.5%)	639	(200)	(31.2%)	
366	310	(56)	(18.2%)	268	(98)	(36.6%)	
423	478	55	11.5%	475	52	11.0%	
0	66	66	100.0%	0	0	0.0%	
193	359	166	46.3%	291	98	33.8%	
7,290	7,621	331	4.3%	6,795	(495)	(7.3%)	
<b>6,075</b>	<b>6,385</b>	<b>(310)</b>	<b>(4.9%)</b>	<b>5,856</b>	<b>219</b>	<b>3.8%</b>	
<b>407</b>	<b>609</b>	<b>(202)</b>	<b>(33.1%)</b>	<b>399</b>	<b>8</b>	<b>2.1%</b>	
<b>6,482</b>	<b>6,994</b>	<b>(512)</b>	<b>(7.3%)</b>	<b>6,255</b>	<b>227</b>	<b>3.6%</b>	
3,084	3,696	612	16.6%	3,409	325	9.5%	
591	580	(11)	(1.8%)	605	14	2.4%	
152	138	(14)	(9.8%)	242	90	37.4%	
365	372	7	2.0%	257	(108)	(41.6%)	
734	770	36	4.7%	560	(174)	(31.0%)	
128	122	(6)	(5.3%)	102	(26)	(25.1%)	
269	352	83	23.6%	293	24	8.1%	
24	30	6	17.8%	25	1	3.4%	
84	90	6	7.4%	70	(14)	(18.7%)	
77	117	40	34.1%	79	2	2.2%	
0	0	0	0.0%	0	0	0.0%	
315	315	0	0.1%	385	70	18.1%	
121	110	(11)	(9.8%)	103	(18)	(17.3%)	
695	642	(53)	(8.3%)	554	(141)	(25.5%)	
6,639	7,334	695	9.5%	6,684	45	0.7%	
<b>(157)</b>	<b>(340)</b>	<b>183</b>	<b>54.2%</b>	<b>(429)</b>	<b>272</b>	<b>63.9%</b>	
75	38	37	97.4%	127	(52)	(40.9%)	
238	162	76	46.9%	168	70	41.7%	
<b>313</b>	<b>200</b>	<b>113</b>	<b>56.5%</b>	<b>295</b>	<b>18</b>	<b>6.1%</b>	
<b>\$156</b>	<b>(\$140)</b>	<b>\$296</b>	<b>211.4%</b>	<b>(\$134)</b>	<b>\$290</b>	<b>216.4%</b>	
<b>\$592</b>	<b>\$285</b>	<b>\$307</b>	<b>107.7%</b>	<b>\$354</b>	<b>\$238</b>	<b>67.2%</b>	

\* Brackets Indicate an Unfavorable Variance

(164)	Bond Debt Pymt
(77)	LOC
(20)	Capital Equipment
<b>332</b>	<b>Net Cash Flow</b>

Inpatient Revenue
Outpatient Revenue
<b>TOTAL GROSS PATIENT REVENUE</b>
<b>REVENUE DEDUCTIONS</b>
Medicare Contractual
Medicaid Contractual
Prior Year Medicare Cost Report Adj.
Prior Year Medicaid Cost Report Adj.
Disproportionate Share
UPL
Managed Medicare
Managed Care (HMO/PPO) Discounts
Charity & Indigent Discounts
Other Discounts
Self Pay Discounts
Implicit Price Concessions
<b>TOTAL REVENUE DEDUCTIONS</b>
<b>TOTAL NET PATIENT REVENUE</b>
Other Revenue
<b>TOTAL NET REVENUE</b>
<b>OPERATING EXPENSE</b>
Salary and Wages
Employee Benefits
Professional Fees
Medical Supplies
Pharmaceutical Supplies
Other Supplies
Purchased Services
Lease and Rent
Insurance
Utilities
Bad Debt
Depreciation & Amortization
Interest
Other Total Operating Expenses
<b>TOTAL OPERATING EXPENSES</b>
<b>OPERATING MARGIN</b>
<b>NON-OPERATING REVENUE (EXP)</b>
Investment Income
Other Total Non-Operating Expenses (EXP)
<b>TOTAL NON-OPERATING REVENUE (EXP)</b>
<b>NET MARGIN</b>
<b>EBIDA</b>



## Balance Sheet

### Southwest Health System Consolidated

	Jan-24	Dec-23	Variance*		Jan-23	Variance		Dec-23	Variance*	
	Current Month	Previous Month	\$	%	Last Year	\$	%	Last Year End	\$	%
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	\$3,547	\$3,612	(\$65)	(1.8%)	\$10,917	(\$7,370)	(67.5%)	\$3,612	(\$65)	(1.8%)
Short-Term Investments	10,601	10,539	62	0.6%	3,555	7,046	198.2%	10,539	62	0.6%
Assets Whose Use is Limited, and Required for Current Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Patient Accounts Receivable, Net	6,392	6,199	193	3.1%	6,443	(51)	(0.8%)	6,199	193	3.1%
Inventories	1,399	1,437	(38)	(2.7%)	1,419	(20)	(1.4%)	1,437	(38)	(2.6%)
Other Current Assets	1,527	1,489	38	2.6%	1,519	8	0.5%	1,489	38	2.6%
<b>Total Current Assets</b>	<b>23,466</b>	<b>23,276</b>	<b>190</b>	<b>0.8%</b>	<b>23,853</b>	<b>(387)</b>	<b>(1.6%)</b>	<b>23,276</b>	<b>190</b>	<b>0.8%</b>
Assets Whose Use is Limited or Donor-Restricted	4,188	3,996	192	4.8%	2,747	1,441	52.4%	3,996	192	4.8%
Net of Amount Required for Current Liabilities										
Property, Plant, and Equipment, Net	31,574	31,890	(316)	(1.0%)	35,095	(3,521)	(10.0%)	31,890	(316)	(1.0%)
Noncurrent Investments (Unrestricted)	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Assets	198	192	6	3.6%	186	12	7.2%	192	6	3.1%
<b>Total Assets</b>	<b>\$59,426</b>	<b>\$59,354</b>	<b>\$72</b>	<b>0.1%</b>	<b>\$61,881</b>	<b>(\$2,455)</b>	<b>(4.0%)</b>	<b>\$59,354</b>	<b>\$72</b>	<b>0.1%</b>
<b>LIABILITIES AND FUND BALANCES</b>										
Current Liabilities										
Accounts Payable	\$4,204	\$3,956	\$248	6.2%	\$4,670	(\$466)	(10.0%)	\$3,956	\$248	6.3%
Accrued Expense Payable	3,058	3,002	56	1.9%	2,949	109	3.7%	3,002	56	1.9%
Estimated Third Party Payor Settlements	3,843	4,281	(438)	(10.2%)	4,922	(1,079)	(21.9%)	4,281	(438)	(10.2%)
Other Current Liabilities	3,112	2,934	178	6.1%	2,454	658	26.8%	2,934	178	6.1%
Current Portion of Long-Term Debt	1,858	2,352	(494)	(21.0%)	2,908	(1,050)	(36.1%)	2,352	(494)	(21.0%)
Short Term Lease Obligations	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>Total Current Liabilities</b>	<b>16,075</b>	<b>16,525</b>	<b>(450)</b>	<b>(2.7%)</b>	<b>17,903</b>	<b>(1,828)</b>	<b>(10.2%)</b>	<b>16,525</b>	<b>(450)</b>	<b>(2.7%)</b>
Inter-Company	0	0	\$0	0.0%	0	0	0.0%	0	0	0.0%
Long Term Lease Obligations	0	0	\$0	0.0%	0	0	0.0%	0	0	0.0%
Long-Term Debt, Net of Current Portion	25,135	24,771	364	1.5%	26,458	(1,323)	(5.0%)	24,771	364	1.5%
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>Total Liabilities</b>	<b>41,210</b>	<b>41,296</b>	<b>(86)</b>	<b>(0.2%)</b>	<b>44,361</b>	<b>(3,151)</b>	<b>(7.1%)</b>	<b>41,296</b>	<b>(86)</b>	<b>(0.2%)</b>
Fund Balances										
Unrestricted	18,360	18,202	158	0.9%	\$17,614	\$746	4.2%	\$18,202	\$158	0.9%
Temporarily Donor-Restricted	(144)	(144)	0	0.0%	(94)	(50)	(53.5%)	(144)	\$0	(0.3%)
Permanently Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	\$0	0.0%
<b>Total Fund Balances</b>	<b>18,216</b>	<b>18,058</b>	<b>158</b>	<b>0.9%</b>	<b>17,520</b>	<b>696</b>	<b>4.0%</b>	<b>18,058</b>	<b>158</b>	<b>0.9%</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$59,426</b>	<b>\$59,354</b>	<b>\$72</b>	<b>0.1%</b>	<b>\$61,881</b>	<b>(\$2,455)</b>	<b>(4.0%)</b>	<b>\$59,354</b>	<b>\$72</b>	<b>0.1%</b>
<b>Days Cash on Hand</b>	<b>68.0</b>	<b>69</b>	<b>(1)</b>	<b>(0.8%)</b>	<b>69</b>	<b>(1)</b>	<b>(1.7%)</b>	<b>69</b>	<b>(1)</b>	<b>(0.8%)</b>
Bond Debt Reserve	6.3	1,319								
Capital Improve Reserve	8.4	1,758								
Adjusted Days Cash on Hand (6 mo Avg Exp)	82.8	6 month Rolling Expenses Used								
To Include the Reserve Accounts										



**Statement Of Cash Flows**  
**Northwest Health System Consolidated**  
 Jan-24

	<u>Current Month</u>	<u>Fiscal YTD</u>
<b>Cash Flows From Operating Activities</b>		
Net Margin	\$156	\$156
Adjustment for Depreciation and Amortization	315	315
Change in Working Capital		
Short-Term Investments	(62)	(62)
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	(193)	(193)
Inventories	38	38
Other Current Assets	(38)	(38)
Accounts Payable	248	248
Accrued Expense Payable	56	56
Estimated Third-Party Payor Settlements	(438)	(438)
Other Current Liabilities	178	178
Net Cash Provided (Used) by Operating Activities	<u>260</u>	<u>260</u>
<b>Changes in Noncurrent Assets and Liabilities</b>		
Assets Whose Use is Limited or Donor-Restricted	(192)	(192)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	(6)	(6)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	<u>(198)</u>	<u>(198)</u>
<b>Capital and Related Financing Activities</b>		
Property, Plant & Equipment	1	1
Inter-Company	0	0
Current Portion of Long-Term Debt	(494)	(494)
Long-Term Debt	364	364
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	2	2
Net Capital & Related Financing Activities	<u>(127)</u>	<u>(127)</u>
Net Increase (Decrease) in Cash	<u>(65)</u>	<u>(65)</u>
Cash at Beginning of Period	3,612	3,612
<b>Cash at End of Period</b>	<b><u>\$3,547</u></b>	<b><u>\$3,547</u></b>



13 Week CASH PROJECTION	2024 January Total	2024 February Total	2024 March Total	2024 April Total
Beginning Cash balance	3,606,917	3,630,774	3,207,661	3,307,463
<b>Cash Receipts:</b>				
Accounts Receivable	5,188,633	5,226,005	5,239,000	5,519,000
Medicare	-	-	-	-
Medicaid	-	-	-	-
Insurance	-	-	-	-
Self pay	-	-	-	-
<b>Total Accounts Receivable</b>	<b>5,188,633</b>	<b>5,226,005</b>	<b>5,239,000</b>	<b>5,519,000</b>
	-	-	-	-
<b>Other Cash Receipts:</b>	-	-	-	-
Interest Income	-	-	-	-
Cost Report Settlements	-	-	-	-
Provider Fee	948,608	948,608	1,148,608	948,608
Other Receipts	-	-	-	-
<b>Total Provider &amp; Other Receipts</b>	<b>948,608</b>	<b>948,608</b>	<b>1,148,608</b>	<b>948,608</b>
<b>Total Cash Receipts</b>	<b>6,137,241</b>	<b>6,174,613</b>	<b>6,387,608</b>	<b>6,467,608</b>
<b>Cash Disbursements:</b>				
Accounts Payable	2,905,218	3,021,315	2,824,504	2,950,000
Payroll & Taxes	2,311,330	2,583,002	2,401,000	3,026,000
401K	245,142	173,956	180,000	180,000
Cerner Project Reserve	125,000	-	-	-
Lease Payments Equip Bldgs	245,044	260,563	232,502	258,656
CHC	98,549	78,976	140,000	140,000
Other - CC Fees	19,392	35,636	14,000	14,000
Other Payables-Provider Fee	246,168	245,663	247,800	247,800
Health Ins	69,745	198,616	248,000	310,000
<b>Total Cash Disbursements</b>	<b>6,265,588</b>	<b>6,597,727</b>	<b>6,287,806</b>	<b>7,126,456</b>
Ending Cash Balance Projected	3,630,774	3,207,661	3,307,463	2,648,615
<b>DCOH (Unrestricted Cash)</b>	<b>16.6</b>	<b>14.5</b>	<b>15.0</b>	<b>11.9</b>
Investments	10,539,435	10,539,435	10,539,435	10,539,435
<b>DCOH (Self-Restricted)</b>	<b>50.2</b>	<b>50.2</b>	<b>50.2</b>	<b>50.2</b>
Reserve Fund - 11203	1,319,057	1,313,024	1,313,024	1,313,024
Capital Reserve - 11201	1,757,589	1,571,604	1,571,604	1,571,604
Cerner Project - 11020	125,000			
<b>DCOH (Restricted)</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>TOTAL DCOH including Reserve Fund NEW</b>	<b>82.01</b>	<b>78</b>	<b>79</b>	<b>76</b>
<b>DCOH (Unrestricted and Self-restricted) OLD</b>	<b>69.1</b>	<b>67.0</b>	<b>67.5</b>	<b>64.3</b>



Southwest Health System, Inc  
 Schedule of Debt Payments  
 1/31/2024

		District						
		Sales Tax	Hosp Portion	Total Debt	Restricted for	Dispersments	Interest Earned	
		MCHD	SWHS	Payment	Capital Imprvmt		Capital Imprvmt	
							ck figure	
2022	Jan-22	167,985.86	134,726.31	302,712.17			302,712.17	
	Feb-22	280,228.83	22,223.62	302,452.45			302,452.45	
	Mar-22	139,780.84	162,935.04	302,715.58			302,715.58	
	Apr-22	139,048.74	163,545.48	302,624.22			302,624.22	
	May-22	173,697.25	129,012.06	302,709.11			302,709.11	
	Jun-22	171,334.44	130,791.41	302,125.85			302,125.85	
	Jul-22	185,064.66	117,619.79	302,684.45			302,684.45	
	Aug-22	205,825.45	96,803.89	302,629.34			302,629.34	
	Sep-22	195,991.81	106,516.59	302,508.40			302,508.40	
	Oct-22	202,652.82	99,993.51	302,646.33			302,646.33	
	Nov-22	203,107.00	95,781.49	298,888.49			298,888.49	
	Dec-22	190,835.07	111,643.33	302,479.40			302,479.40	
		<u>2,255,552.77</u>	<u>1,371,592.52</u>	<u>3,627,175.79</u>			<u>3,627,175.79</u>	
		62.2%	37.8%	100%				
2023	Jan-23	161,584.44	120,159.11	281,743.55			281,743.55	
	Feb-23	184,839.65	117,470.50	302,310.15			302,310.15	
	Mar-23	137,543.23	165,097.63	302,640.86			302,640.86	
	Apr-23	137,628.31	164,960.23	302,588.54			302,588.54	
	May-23	159,286.51	143,231.35	302,517.86			302,517.86	
	Jun-23	164,346.28	97,069.92	261,416.20			261,416.20	
	Jul-23	192,819.87	109,615.48	302,435.35			302,435.35	
	Aug-23	212,821.08	165,000.00	163,672.92	214,148.16		377,821.08	
Transfer from Bond Reserve *New Agreement	Sep-23	199,996.83	165,000.00	163,672.92	501,560.84		364,996.83	
	Oct-23	191,742.64	165,000.00	163,672.92	201,323.91	1,097.55	356,742.64	
	Nov-23	208,249.00	165,000.00	163,672.92	193,069.72	3,237.51	373,249.00	
	Dec-23	196,447.24	165,000.00	163,672.92	209,576.08	4,249.14	361,447.24	
	Dec-23 Int from Bond Debt Res				197,774.32	4,905.81	40,661.13	
YTD		<u>2,147,305.08</u>	<u>1,742,604.22</u>	<u>2,874,017.11</u>	<u>1,517,453.03</u>	-	<u>54,151.14</u>	<u>2,874,017.11</u>
2024	Jan-24	178,384.07	165,000.00	163,672.92	179,711.15		6273.64	343,384.07
	Feb-24							
	Mar-24							
	Apr-24							
	May-24							
	Jun-24							
	Jul-24							
	Aug-24							
	Sep-24							
	Oct-24							
	Nov-24							
	Dec-24							
YTD		<u>178,384.07</u>	<u>165,000.00</u>	<u>163,672.92</u>	<u>1,697,164.18</u>	-	<u>60,424.78</u>	<u>163,672.92</u>
					Available for Capital Improvements		1,757,588.96	

Re-amortization of Debt occurred on Aug 17th. At this time the Debt Prin amount was decreased for the next 40 months. In addition the calculation for DCOH changed to a 3 month average of expenses and now includes the Bond Reserve and Restricted for Capital Improvement accounts.

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# MCHD Finance Report

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## Mission Statement

It is the mission of the Montezuma County Hospital District to assure high quality healthcare facilities for the community, Montezuma County, and the surrounding areas and to provide support and assistance in a manner which is consistent with a high standard of healthcare.

<b>CASH - GENERAL ACCT</b>	<b>10000</b>
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CASH BALANCE AT		01/19/24		\$1,079,926.58
<b>DEPOSITS:</b>				
1/29/2024	Southwest Health Systems		365.00	
1/31/2024	Southwest Health Systems		2,630.00	
2/6/2024	Southwest Health Systems		4,000.00	
2/12/2024	Montezuma County Treasurer		5,227.84	
2/16/2024	Interest Payment		2,159.08	
				14,381.92
<b>DISBURSEMENTS:</b>				
	2976 HEIDI A TRAINOR, CPA PC		1,550.00	
2/16/2024	Vectra Bank Fee		3.00	
				1,553.00
CASH BALANCE AT		02/16/24		<u>1,092,755.50</u>

<b>CASH - DOLA/CARING FOR COLO GRANT ACCT</b>	<b>10300</b>
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CASH BALANCE AT		01/19/24		3,358.02
<b>DEPOSITS:</b>				
2/16/2024	Vectra Bank Interest		0.03	
				0.03
<b>DISBURSEMENTS:</b>				
2/16/2024	Vectra Bank Fee		3.00	
2/16/2024	Vectra Maintenance Fee		15.00	
				18.00
CASH BALANCE AT		02/16/24		<u>3,340.05</u>

<b>CASH - ENTERPRISE FUND ACCT</b>	<b>10115</b>
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CASH BALANCE AT		09/29/23		1,944.88
<b>DEPOSITS:</b>				
10/31/2023	Interest payment		0.02	
11/30/2023	Interest payment		0.02	
12/29/2023	Interest payment		0.02	
				0.06
<b>DISBURSEMENTS:</b>				
12/29/2023	Quarterly Statement Fee		3.00	
				3.00
CASH BALANCE AT		12/29/23		<u>1,941.94</u>

<b>CASH - HOSPITAL EXPANSION ACCT</b>	<b>10105</b>
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CASH BALANCE AT		01/19/24		300,930.32
<b>DEPOSITS:</b>				
2/8/2024	CO Dept of Revenue Sales Tax		165,660.39	
2/12/2024	State of CO Vendor Pay		1,038.66	
2/12/2024	State of CO Vendor Pay		13,389.76	
				180,088.81
<b>DISBURSEMENTS:</b>				
	1087 Southwest Health Systems, Inc.		184,406.61	
2/16/2024	Vectra Bank Fee		3.00	
				184,409.61
CASH BALANCE AT		02/16/24		<u>296,609.52</u>

<b>INVESTMENT - LPL FINANCIAL</b>		<b>10555</b>	
CASH & CD'S BALANCE AT	09/30/23		777,004.24
12/31/2023	Change in Asset Value from Prior Month	<u>8,361.27</u>	8,361.27
<b>TOTAL LPL FINANCIAL ACCOUNT BALANCE AT</b>	<b>12/31/23</b>		<u><u>785,365.51</u></u>
<b>CASH &amp; INVESTMENTS BALANCE AT JUNE 30, 2023</b>			<u><u>2,180,012.52</u></u>
<p>***Investment/CD statements will now come in quarterly. Investment/CD information is from depository statements (if available), I have not compiled, reviewed or audited the information.</p>			
<b>RESTRICTED CASH</b>			
	HOSPITAL EXPANSION SALES TAX		<u>(296,609.52)</u>
<b>NET UNRESTRICTED CASH</b>			<u><u>(296,609.52)</u></u> <u><u>1,883,403.00</u></u>

MONTEZUMA COUNTY HOSPITAL DISTRICT  
Cash Receipts Journal

For the Period From Jan 29, 2024 to Feb 29, 2024

Filter Criteria includes: Report order is by Check Date. Report is printed in Detail Format.

Date	Account ID	Transaction Ref	Line Description	Debit Amnt	Credit Amnt
1/29/24	68000 10000	Plaque for EMS BLDG	Other Expense SOUTHWEST HEALTH SYSTEMS	365.00	365.00
1/31/24	41000 10000	RENT	Rental Income SOUTHWEST HEALTH SYSTEMS	2,630.00	2,630.00
2/6/24	41000 10000	RENT	Rental Income SOUTHWEST HEALTH SYSTEMS	4,000.00	4,000.00
2/8/24	40500 10105	CO Sales Tax	Hospital Expansion Tax St. of Colorado	165,660.39	165,660.39
2/12/24	40000 40000 41100 42220 62000 10000	Prop Tax	County Tax Revenue County Tax Revenue SPECIFIC OWNERSHIP TAX Interest Income - Other Treasurer's Fees MONTEZUMA COUNTY TREASURER	1,654.19 2.64 3,603.21 0.91 33.11 5,227.84	1,654.19 2.64 3,603.21 0.91
2/12/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	1,038.66	1,038.66
2/12/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	13,389.76	13,389.76
2/16/24	42200 10000	INT	NOW Account Interest VECTRA BANK	2,159.08	2,159.08
2/16/24	42200 10300	INT	NOW Account Interest VECTRA BANK	0.03	0.03
				<u>194,503.87</u>	<u>194,503.87</u>

MONTEZUMA COUNTY HOSPITAL DISTRICT  
 Cash Disbursements Journal

For the Period From Jan 29, 2024 to Feb 29, 2024

Filter Criteria includes: Report order is by Date. Report is printed in Detail Format.

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
2/16/24	Bank Fee	61400 10000	Other Fees VECTRA BANK	3.00	3.00
2/16/24	Bank Fee	61400 10300	Other Fees VECTRA BANK	3.00	3.00
2/16/24	Bank Fee	61400 10300	Other Fees VECTRA BANK	15.00	15.00
2/16/24	Bank Fee	61400 10105	Other Fees VECTRA BANK	3.00	3.00
2/26/24	1087	68500G09	Capital Outlay-Txf Sales Tax	165,660.39	
		68500G09	Capital Outlay-Txf Sales Tax	937.20	
		68500G09	Capital Outlay-Txf Sales Tax	17,809.02	
		10105	SOUTHWEST HEALTH SYSTEMS, INC		184,406.61
2/26/24	2976	61300 10000	CPA Fees HEIDI A. TRAINOR, CPA, PC	1,550.00	1,550.00
	Total			<u>185,980.61</u>	<u>185,980.61</u>

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# Capital Infrastructure Committee

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## Mission Statement

It is the mission of the Montezuma County Hospital District to assure high quality healthcare facilities for the community, Montezuma County, and the surrounding areas and to provide support and assistance in a manner which is consistent with a high standard of healthcare.

# □□□ PROPOSAL □

## A. Client □ Project Details

Client Names: Brandon Johnson, MCHD

Project Name: Alternative On-Site Power – Microgrids

Client Address: 1311 N Mildred Rd, Cortez, CO 81321

Email: bjohnson@yahoo.com

Proposal Date: 02/29/2024

## B. Project Description

Southwest Health System (SHS) in Cortez, Colorado is interested in further exploring opportunities for alternative onsite power generation. SHS is requesting to work with Mazzetti to develop conceptual design options for a microgrid system to be utilized by the hospital in place of a diesel generator. Our services for these projects will be completed in accordance with the existing standard AIA B101 terms unless otherwise indicated.

## C. Scope of Work and Fees

Current focus (Effort Identified in hourly billings):

1. Develop conceptual design of a microgrid system that maximizes the utilization of onsite generation systems through a combination of fuel cells, photovoltaics, and batteries.
2. Design and document the microgrid interconnection to an existing campus power system. This system is intended to be a replacement for the secondary generator that was recently decommissioned and removed.
3. Coordination with Empire Electric Association regarding utility demand reductions.
4. Coordination with Cortez building department regarding use of microgrid system.
5. Identify conceptual funding opportunities such as direct ownership, performance contracting, and third-party financing. Provide estimations of potential funds from sources such as the Inflation Reduction Act (IRA) Investment Tax Credit (ITC), local utility rebate programs, and grant opportunities.

Deliverables

1. Concept design package will include:
  - a. Single Line Diagrams including microgrid connection into the existing electrical system.
  - b. Site Plan
  - c. Enlarged Equipment Plans
  - d. Electrical Details
  - e. Electrical Outline Specifications
  - f. ROM Cost estimates
  - g. Schematic Financial Analysis
  - h. Summary of Financing Options and Funding Sources



#### Excluded Services

1. Production of sealed contract construction documents.
2. Design services in areas outside our usual practice.
3. Design for a community use micro grid system, this would need to be a larger study.

#### Additional Services

If project-based professional services (signed & sealed documents) are required during the course of the consulting agreement, appropriate scope and professional services fees will be developed as a "Task Order". Mazzetti will only proceed with project services if approved via the signed agreement.

Unless specifically authorized or confirmed in writing by the Owner, the Consultant shall not be required to perform or to have others perform destructive testing to investigate concealed or unknown conditions. In the event the documentation or information furnished by the Owner is inaccurate or incomplete, all resulting damages, losses, and expenses, including cost of Consultant's Additional Services, shall be borne by the Owner, unless the deficiencies are of nature and extent that should reasonably have been known or determined by the Consultant.

#### Basic Service Fees

The hourly billings shall not exceed \$25,600.00 (Twenty-Five Thousand Six Hundred Dollars). If the requested effort exceeds this amount, Mazzetti will notify SHS and will not proceed with services until approved in writing by an SHS representative. The following hourly rates will be used for our base and additional services:

#### Direct and Reimbursable Expenses

Direct and reimbursable expenses are billed at cost and are in addition to compensation for basic and additional services and include expenses incurred by Mazzetti and their employees in the interest of the project and include the following:

4. All travel expenses incurred on behalf of the project.
5. Reproduction and postage and handling of drawings, specifications and other documents.

We hope this letter provides you with the information needed to evaluate this proposal. Please do not hesitate to contact me if you have any questions.

#### D. Signatures

Once Southwest Health Systems signs and returns this document or authorizes us to proceed with work included for this project, we will proceed in accordance with the scope and terms as outlined here.

Thank you again for the opportunity to present you with this Proposal. Please feel free to call me with any questions.

Sincerely,

**Mazzetti**

Ryan Stromquist, PE  
Principal

to be signed and returned by MCHD

Date signed:

**MAZZETTI**