

**MONTEZUMA COUNTY HOSPITAL DISTRICT
BOARD MEETING
EMS Training Room, Southwest Health System
WEDNESDAY, April 10, 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 as seating is limited.*

CONSENT AGENDA (Enclosure 1) - 5 minutes

- March 13, 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

- March Financials

Foundation Update, Gala Pock - 5 minutes

Capital Infrastructure Committee Report - 15 minutes

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.



Consent Agenda



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**Montezuma County Hospital District Regular Board Meeting
EMS Training Room
March 13, 2024**

Present:

Also Present:

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

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
Call to order	MCHD Chair Brandon Johnson called the meeting to order at 6:00 pm.		
Roll Call	Roll was called for the Board by Robert Dobry, Scty/Treas for MCHD Board.		
Public Comment	None.		
Changes to Agenda	No changes.		
Consent Agenda	February 14, 2024 Regular Meeting Minutes Payment of Bills	It was moved and seconded to approve the consent agenda as presented. Motion: Gala Pock Second: Sean Flaherty Motion carried.	
<u>REPORTS and ACTION ITEMS</u>			
SHS Board Report	Shirley Jones, SHS Board Chair gave a Board Report:	If the Montezuma County Commissioners need to review and	

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<p>SHS Operating Report – Joe Theine</p>	<p>SHS Legal Counsel John Brooks retired recently; new legal counsel Chris Adelman with Hall Render has been retained. He seems very competent and a good fit. The newly-resurrected Provider Recruiting Contracting and Retention Committee met today.</p> <p>Negotiations continue with Vectra Bank and the other banks in the 2016 Bond Syndicate is looking to change the days cash on hand covenant threshold from 80 to 60 days.</p> <p>SHS CEO Joe Theine reviewed the provider recruitment, nurse retention and enclosed metrics including volumes, capital expenses, employee of month, and other activities for the month. SHS is releasing its Annual Report for 2023, with a public presentation tomorrow, March 14th from 3:30-5pm. All board members are invited.</p> <p>The permanent CFO position has been offered and accepted by Adam Conley who comes from a critical access hospital in Texas. He has broad experience in both large and small health systems. He and his family will be moving to Cortez in the coming weeks, with Mr. Conley’s start date being the beginning of April.</p> <p>Mr. Theine advised of a situation that is affecting the days cash SHS is maintaining.</p> <p>Change Healthcare provides claim processing, because of cyber security event, claims processing is at a standstill. Having to work around and get the bill to payers. Has added significant manual processes and has slowed billing. We have 22 days’ worth of work that we have not been able to get out to the payer(s). It will take quite a while to get this resolved. We’ve alerted the banks that days cash has fallen below as we’ve not received payments for 2+ weeks so it has affected our threshold. 1 in 3 patients in the US is connected to Change Health so it has been very disruptive across the US. Services are slowly coming back online. SHS is looking to switch to a different vendor(s). The billing team is</p>	<p>approve the change to the covenants, Mr. Dobry advised that the Commissioners will need this presented to them at their work session prior to the Commissioner meeting in which it is requested to be approved.</p>	

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<p>SHS January 2024 Financial Report – Shelle Diehm</p>	<p>starting to get claims out the door; have had to move funds from investments to operating cash. We can apply for MCR Advanced payments of \$980k, the payers are going to work to process claims more timely. The new claims processor we're working with is anticipating they can provide 95% of the claims and this will automate improving the payments promptly.</p> <p>The January 2024 financials were reported by SHS Interim CFO Shelle Diehm. Highlights include:</p> <ul style="list-style-type: none"> • Patient days is higher than budget as there were higher acuity patients. If you have a longer length of stay, more revenue dollars per admission. • EBIDA for January over prior year, and above budget. EBIDA \$592K. The income statement showed a net revenue of \$156K. January ended with 82.8 Days cash on hand, with new 6 months rolling average. • Additional detail regarding Change Healthcare is that SHS is not getting EOB's electronically so the staff have to manually key all items in an EOB. Tracking all expenses related to this for future insurance claims or other funds that might be available to help mitigate the loss to the health system related to this event. <p>Statement of cash flows reviewed, operational analysis, 13-week cash projection, schedule of debt payments were reviewed.</p>		
<p>Financial Report – Robert Dobry, Scty/Treasurer</p>	<p>Sales tax for this month is \$149,633.09 received. This month is usually the lowest of any month in the year, but still over 100% of last year's receipt from the previous year. The DOLA Caring for Colorado account has been closed and the money was moved in to the general account.</p> <p>With the new Colorado legislation regarding ADA accessibility and website requirements for governmental entities, Mr. Dobry</p>	<p>Mr. Lovett will research and provide additional information at the next meeting.</p>	<p>Mr. Lovett</p>

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
Discussion on Website with new Legislation	<p>asked Mr. Lovett if the District will have to create a separate website, instead of the existing page under the SHS website. There are challenges to ensure there is appropriate readability and font size with pdf's and recordings of all language.</p> <p>It was asked if it was required that MCHD have a website as a governmental entity? Mr. Lovett noted that the webpage is a posting location for meeting notifications and the Board will have to have an ADA policy.</p>		
Foundation Report – Gala Pock	<p>The Foundation authorized \$410 for comfort items for Family Birthing Center. Additionally, a proposal from EMS on equipment is requesting grant funding that has 50% match. Amount needed is \$54k, of which, \$10k is already pledged from local retired physicians.</p> <p>Austan Koller, also on the Foundation Board was introduced to the Board, a member of the fundraising committee on the Foundation board. Dr. Aikin has identified a lot of donors that might be able to work with the foundation to develop a strategic plan. Getting the community involved in needs and ways that it benefits.</p> <p>Ms. Pock advised the Foundation is requesting so they can fund needs that SHS has. The development of the fundraising plan and program with foundation and board is moving forward.</p>	<p>Mr. Theine advised that the Foundation and MCHD Board can expect a capital expenditures prioritization list soon, but is waiting for additional discussions with directors to prioritize. He is anticipating having this by late April or into May.</p>	Mr. Theine
Capital Infrastructure Committee Report – Brandon Johnson	<p>Mr. Johnson reviewed the enclosed Mazzetti project details that had been signed by Mr. Johnson.</p> <p>Mr. Owens and Mr. Johnson reviewed the handout which provided detail on the bids received to begin the roofing project. The Capital Infrastructure Committee recommends the MCHD Board approves the Centimark bid as primary / Duralast is second recommend to board. Centimark references are being reviewed. Centimark has extensive experience with healthcare facilities and is an HPG vendor, so has discount on the totals. They offer a 25-year warranty. Payment terms are 1/3 at start of the job, then 30</p>	<p>It was moved and seconded to approve the Centimark bid proposed, but increase the amount totaling \$560k, which includes a 10% contingency.</p> <p>MOTION: Robert Dobry SECOND: Sean Flaherty Motion carried.</p>	

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
	days at job completion, and 30 days to install. With this coming up way under anticipated amount, looking at other infrastructure needs that we can address and complete within the next year or so. It is anticipated that work will begin this summer.		
Attorney Report	Mr. Lovett recommended the Board discuss having an Owner’s Representative for the roofing project as there is no General Contractor for this project; Mr. Dobry stated that this should be something MCHD funds fully. The Owners Rep would report to the District.	It was moved and seconded to put out a Request for Proposal for an Owner’s Representative for the Roofing Project previously approved. MOTION: Sean Flaherty SECOND: Bill Thompson Motion carried.	
Executive Session	There was no board action to adjourn to executive session.		
Adjournment	Next meeting to take place April 10, 2024.	The Board adjourned the meeting at 7:23 pm. MOTION: Robert Dobry SECOND: Bob Ower Motion carried.	

Bridgett Jabour, MCHD Secretary

Robert Dobry, Secretary/Treasurer

Heidi A. Trainor, CPA, PC

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

Invoice

Invoice Date: Apr 1, 2024

Invoice Num: 26019

Billing Through: Mar 31, 2024

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

SHS Report



Mission Statement

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CEO Report

March 2024



Area	Update																					
Physician Provider Recruiting	<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="width: 30%;">Total Candidates</td> <td style="width: 30%;">72</td> <td style="width: 30%;"></td> </tr> <tr> <td>Active</td> <td>10</td> <td></td> </tr> <tr> <td>Interviews Scheduled</td> <td>17</td> <td></td> </tr> <tr> <td>Interviews Completed</td> <td>16</td> <td></td> </tr> <tr> <td>Offer Made</td> <td>12</td> <td></td> </tr> <tr> <td>Offer Accepted</td> <td>11</td> <td></td> </tr> <tr> <td>Offer Not Accepted</td> <td></td> <td></td> </tr> </table> <p><i>Updated 3/11/2024</i></p> <p>Upcoming On-Site Interviews:</p> <ul style="list-style-type: none"> • General Surgeon – March 2024 <p>Completed On-Site Interviews:</p> <ul style="list-style-type: none"> • Hospitalist – June 2024 <p>Offers Accepted Since Last Meeting:</p> <ul style="list-style-type: none"> • Family Medicine OB (2025 Start) 	Total Candidates	72		Active	10		Interviews Scheduled	17		Interviews Completed	16		Offer Made	12		Offer Accepted	11		Offer Not Accepted		
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	Offer Not Accepted																					
CFO Recruiting	<ul style="list-style-type: none"> • Shelle Diehm continuing to support finance remotely. • Adam Conley starting as our CFO, March 25, 2024. First day in Cortez will be Wednesday, March 27th, 2024 																					
Operations Updates	<ul style="list-style-type: none"> • Dr. Carelock continuing part-time work through 3/31/2024. • Applying for LOR Foundation Grant for Family Birthing Center Equipment, totalling up to \$30,000. • Gallup Q12 Small Book Club to Explore Leadership / Engagement Concepts Ongoing • Lab Director Interview Completed. Offer extended and accepted. First day tentatively scheduled for 4/29/2024. • RN vacancies lowest since October 2023 with 16 current openings. Highest was 24. • 2023 Annual Report Public Release • Interviewed attorney's to represent Southwest Health System and referred Chris Adelman from Hall Render to the SHS Board. • Annual audit started. 																					

CEO Report

March 2024



Area	Update
CEO Community Engagement	<ul style="list-style-type: none"> • Shelly Burke, CEO Axis Health System • Brandon Mencini, CEO Mercy Hospital • Clark Craig, Candidate for House District 59
Other Meetings	<ul style="list-style-type: none"> • Western Healthcare Alliance Finance Committee and Board Meetings • Community Care Alliance Care Coordination Introduction • Braden Jones, MD • Kay Christensen, PA-C • Erick Ireland, PA-C • Colorado Hospital Association Rural Health & Hospital Meeting • Jim Rogers and Evelyn Quigley Dinner • Hospital & Rural Health On the Hill Day <ul style="list-style-type: none"> ○ Senator Cleave Simpson ○ Representative Barbara McLachlan ○ Representative Meghan Lukens • Rural Futures Dinner with Elected Officials and Colorado Hospital Association <ul style="list-style-type: none"> ○ Senator Paul Lundeen ○ Senator Larry Liston ○ Senator Rod Pelton ○ Representative Julia Marvin ○ Kate Harris, Chief Deputy Commissioner, Colorado Division of Insurance • Chris Awtrey, Association Chief Medical Officer, Intermountain Health Peaks Region
Other Notable Items	<ul style="list-style-type: none"> • Attended Department Meetings <ul style="list-style-type: none"> ○ None this month.



Patient Volumes and Utilization Statistics

Southwest Health System Consolidated

Through the Period Ending Feb-24

Highest Mo Low Month

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Budget	# Var	% Var	Prior Year	% Var
Admissions, Total	123	162	(39)	(24.1%)	148	(16.9%)	71	72	61	64	69	54	67	(13)	(19.4%)	66	(18.2%)
Acute	112	153	(41)	(26.8%)	141	(20.6%)	63	66	57	56	63	49	61	(12)	(19.7%)	61	(19.7%)
SNF / SWING BED	11	9	2	22.2%	7	57.1%	8	6	4	8	6	5	6	(1)	(16.7%)	5	0.0%
Patient Days, Total	724	636	88	13.8%	559	29.5%	323	315	329	360	373	351	268	83	31.0%	245	43.3%
Acute	530	560	(30)	(5.4%)	498	6.4%	267	246	238	248	290	240	221	19	8.6%	203	18.2%
SNF	194	76	118	155.3%	61	218.0%	56	69	91	112	83	111	47	64	136.2%	42	164.3%
ALOS, Total	5.89	3.93	(1.96)	(49.9%)	3.78	(55.8%)	4.55	4.38	5.39	5.63	5.41	6.50	4.00	(2.50)	(62.5%)	3.71	(75.1%)
Acute	4.73	3.66	(1.07)	(29.3%)	3.53	(34.0%)	4.24	3.73	4.18	4.43	4.60	4.90	3.62	(1.28)	(35.2%)	3.33	(47.2%)
SNF	17.64	8.44	(9.19)	(108.9%)	8.71	(102.4%)	7.00	11.50	22.75	14.00	13.83	22.20	7.83	(14.37)	(183.4%)	8.40	(164.3%)
Adj Admissions	761	1,099	(338)	(30.8%)	1,117	(31.9%)	506	535	438	421	416	343	489	(146)	(29.8%)	589	(41.7%)
Adj Patient Days	4,477	4,314	163	3.8%	4,218	6.1%	2,301	2,341	2,360	2,368	2,250	2,231	1,955	276	14.1%	2,185	2.1%
Case Mix Index, Total	1.3239	1.2576	0.0663	5.3%	1.1870	11.5%	1.3080	1.3539	1.2273	1.3205	1.3233	1.3245	1.2576	0.0669	5.3%	1.2704	4.3%
Case Mix Index, Medicare	1.4153	1.2017	0.2136	17.8%	1.0947	29.3%	1.3305	1.2260	1.2332	1.4717	1.3029	1.5277	1.2017	0.3260	27.1%	1.0300	48.3%
Surgeries, Total	113	164	(51)	(31.1%)	166	(31.9%)	78	83	79	66	58	55	79	(24)	(30.4%)	81	(32.1%)
Inpatient	29	39	(10)	(25.6%)	34	(14.7%)	17	17	12	12	16	13	20	(7)	(35.0%)	19	(31.6%)
Outpatient	84	125	(41)	(32.8%)	132	(36.4%)	61	66	67	54	42	42	59	(17)	(28.8%)	62	(32.3%)
Total GI Procedures	174	151	23	15.2%	153	13.7%	72	86	77	84	74	100	72	28	38.9%	77	29.9%
Births	5	18	(13)	(72.2%)	24	(79.2%)	4	6	15	9	4	1	9	(8)	(88.9%)	11	(90.9%)
Emergency Visits	2,145	2,092	53	2.5%	2,071	3.6%	1,190	1,161	1,112	1,088	1,096	1,049	974	75	7.7%	970	8.1%
ER Conversion Rate	5.5%	6.0%	--	(0.5%)	7.1%	(1.6%)	5.3%	5.4%	4.9%	4.6%	5.7%	5.3%	6.0%	--	(0.7%)	5.7%	(0.4%)
Observation Days	74	110	(36)	(32.7%)	126	(41.3%)	42	24	26	40	37	37	59	(22)	(37.3%)	67	(44.8%)
Outpatient Diagnostic Visits	7,269	7,245	24	0.3%	6,715	8.3%	3,017	3,450	3,178	3,232	3,633	3,636	3,423	213	6.2%	3,344	8.7%
Specialty Clinic Visits	1,628	1,710	(82)	(4.8%)	2,531	(35.7%)	915	1,021	981	846	879	749	797	(48)	(6.0%)	1,184	(36.7%)
Rural Health Clinic Visits	7,464	7,620	(156)	(2.0%)	6,500	14.8%	3,250	3,572	3,434	3,396	3,797	3,667	3,553	114	3.2%	3,197	14.7%
MRI Procedures	263	242	21	8.7%	233	12.9%	124	146	91	111	133	130	112	18	16.1%	110	18.2%
Inpatient	7	2	5	250.0%	7	0.0%	3	3	2	2	4	3	1	2	200.0%	3	0.0%
Outpatient	256	240	16	6.7%	226	13.3%	121	143	89	109	129	127	111	16	14.4%	107	18.7%
Wound Care Procedures	278	159	119	74.8%	157	77.1%	106	155	167	122	148	130	71	59	83.1%	70	85.7%
Pain Management Cases	42	32	10	31.3%	34	23.5%	14	15	24	16	24	18	10	8	80.0%	11	63.6%
Sleep Studies	107	76	31	40.8%	97	10.3%	32	41	42	29	49	58	42	16	38.1%	46	26.1%
CT Procedures	976	1,024	(48)	(4.7%)	959	1.8%	553	501	470	440	496	480	507	(27)	(5.3%)	475	1.1%
Total Imaging Procedures	4,364	4,462	(98)	(2.2%)	4,308	1.3%	2,253	2,177	2,088	2,070	2,257	2,107	2,145	(38)	(1.8%)	2,071	1.7%



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

	Fiscal-Year-to-Date						Six-Month Trend						High Month - Low Month				
	Actual	Budget	\$ Var	% Var	Prior	% Var	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Current Month				
													Budget	\$ Var	% Var	Prior Year	% Var
Inpatient Revenue	\$4,179	\$3,752	\$427	11.4%	\$3,223	29.7%	\$1,751	\$1,786	\$1,736	\$1,780	\$2,216	\$1,963	\$1,569	\$394	25.1%	\$1,309	50.0%
Outpatient Revenue	21,663	21,700	(37)	(0.2%)	21,098	2.7%	10,722	11,484	10,716	9,925	11,149	10,515	9,877	638	6.5%	10,361	1.5%
Gross Patient Revenue	25,842	25,452	390	1.5%	24,321	6.3%	12,473	13,270	12,452	11,705	13,365	12,478	11,446	1,032	9.0%	11,670	6.9%
Revenue Deductions																	
Medicare	3,503	4,126	623	15.1%	4,117	14.9%	1,911	2,261	2,167	1,450	1,942	1,561	1,846	285	15.4%	1,859	16.0%
Medicaid	4,948	5,195	247	4.8%	5,478	9.7%	2,489	2,613	2,316	2,035	2,871	2,077	2,324	247	10.6%	2,635	21.2%
Prior Year Cost Report Adj-MCARE	0	0	0	0.0%	0	0.0%	0	0	173	0	0	0	0	0	0.0%	0	0.0%
Prior Year Cost Report Adj-MCAID	0	0	0	0.0%	54	100.0%	0	0	0	0	0	0	0	0	0.0%	54	100.0%
Disproportionate Share	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
UPL	(1,899)	(2,004)	(105)	(5.2%)	(1,680)	13.0%	(949)	(949)	(951)	(949)	(949)	(951)	(1,002)	(51)	(5.1%)	(807)	17.8%
Managed Medicare	2,969	2,737	(232)	(8.5%)	1,847	(60.7%)	1,351	1,391	1,199	1,045	1,605	1,363	1,224	(139)	(11.4%)	953	(43.0%)
Managed Care (HMO/PPO) Discounts	1,607	1,365	(242)	(17.7%)	1,431	(12.3%)	909	959	411	783	839	768	619	(149)	(24.1%)	792	3.0%
Charity & Indigent care	808	570	(238)	(41.8%)	491	(64.6%)	313	426	598	404	366	442	260	(182)	(70.0%)	223	(98.2%)
Other Discounts	974	869	(105)	(12.1%)	825	(18.1%)	364	474	431	341	423	551	391	(160)	(40.9%)	350	(57.4%)
Self Pay Discounts	0	120	120	100.0%	0	0.0%	0	0	0	0	0	0	54	54	100.0%	0	0.0%
Implicit Price Concessions	722	649	(73)	(11.2%)	716	(0.8%)	354	(171)	648	281	193	529	290	(239)	(82.4%)	425	(24.5%)
Total Deductions	13,632	13,627	(5)	(0.0%)	13,279	(2.7%)	6,742	7,004	6,992	5,390	7,290	6,340	6,006	(334)	(5.6%)	6,484	2.2%
Net Patient Revenue	12,210	11,825	385	3.3%	11,042	10.6%	5,731	6,266	5,460	6,315	6,075	6,138	5,440	698	12.8%	5,186	18.4%
Other Revenue	866	1,024	(158)	(15.4%)	797	8.6%	559	692	677	565	407	458	415	43	10.5%	398	15.1%
Net Operating Revenue	13,076	12,849	227	1.8%	11,839	10.5%	6,290	6,958	6,137	6,880	6,482	6,596	5,855	741	12.7%	5,584	18.1%
Operating Expenses																	
Salaries	6,475	6,678	203	3.0%	6,516	0.6%	2,999	3,361	3,052	3,113	3,084	3,391	2,982	(409)	(13.7%)	3,107	(9.1%)
Employee Benefits	1,176	1,120	(56)	(4.9%)	1,144	(2.7%)	421	676	162	866	591	585	540	(45)	(8.3%)	539	(8.5%)
Professional Fees	252	270	18	6.8%	315	20.3%	120	112	108	147	152	100	132	32	24.2%	73	(36.9%)
Medical Supplies	652	682	30	4.4%	561	(16.2%)	332	369	340	381	365	288	310	22	7.2%	304	5.3%
Pharmaceutical Supplies	1,341	1,301	(40)	(3.0%)	1,164	(15.2%)	841	827	894	676	775	566	532	(34)	(6.4%)	604	6.4%
Other Supplies	168	212	44	20.7%	200	15.6%	87	93	110	79	87	82	91	9	10.0%	97	15.9%
Purchased Services	579	653	74	11.3%	639	9.4%	291	290	328	650	269	310	301	(9)	(3.1%)	346	10.5%
Lease and Rent	73	53	(20)	(37.5%)	58	(25.9%)	27	42	24	12	24	49	24	(25)	(106.9%)	33	(48.2%)
Insurance	165	177	12	6.5%	146	(12.9%)	83	85	94	86	84	81	86	5	5.6%	76	(7.5%)
Utilities	108	198	90	45.7%	205	47.5%	96	84	80	101	77	31	81	50	62.4%	126	75.8%
Depreciation & Amortization	617	631	14	2.2%	734	16.0%	320	330	319	332	315	302	315	13	4.3%	350	13.7%
Interest	233	219	(14)	(6.8%)	214	(9.1%)	116	124	125	122	121	113	109	(4)	(3.7%)	111	(1.5%)
Other	1,331	1,212	(119)	(9.8%)	1,143	(16.4%)	520	516	629	812	695	635	570	(65)	(11.5%)	589	(7.9%)
Total Operating Expenses	13,170	13,406	236	1.8%	13,039	(1.0%)	6,253	6,909	6,265	7,377	6,639	6,533	6,073	(460)	(7.6%)	6,355	(2.8%)
Operating Margin	(94)	(557)	463	(83.1%)	(\$1,200)	92.4%	37	49	(128)	(497)	(157)	63	(\$218)	281	129.5%	(\$771)	108.3%
Non-Operating Revenue (Exp)																	
Investment Income	12	75	(63)	(84.0%)	42	(71.4%)	(101)	(73)	87	29	75	(63)	38	(101)	(265.8%)	(84)	25.0%
Other	394	346	48	13.9%	359	9.7%	208	198	214	235	238	155	185	(30)	(16.2%)	191	(18.8%)
Total Non-Operating Revenue (Exp)	406	421	(15)	(3.6%)	401	1.2%	107	125	301	264	313	92	223	(131)	(58.7%)	107	(14.0%)
Net Margin	\$312	(\$136)	\$448	329.4%	(\$799)	139.0%	\$144	\$174	\$173	(\$233)	\$156	\$155	\$5	\$150	3,000.0%	(\$664)	123.5%
EBIDA	\$1,162	\$714	\$448	62.7%	\$149	679.9%	\$580	\$628	\$617	\$221	\$592	\$570	\$429	\$141	32.9%	(\$203)	380.8%
Total Profit Margin	2.4%	(1.1%)			(6.7%)		2.3%	2.5%	2.8%	(3.4%)	2.4%	2.3%	0.1%			(11.9%)	
EBIDA Margin	8.9%	5.6%			1.3%		9.2%	9.0%	10.1%	3.2%	9.1%	8.6%	7.3%			(3.6%)	



Income Statement

Southwest Health System Consolidated

Through the Period Ending Feb-24

Current Month						Fiscal-Year-to-Date							
Actual	Budget	Variance *		Prior Year	Variance *		Actual	Budget	Variance *		Prior Year	Variance *	
		\$	%		\$	%			\$	%		\$	%
\$1,963	\$1,569	\$394	25.1%	\$1,309	\$654	50.0%	\$4,179	\$3,752	\$427	11.4%	\$3,223	\$956	29.7%
10,515	9,877	638	6.5%	10,361	154	1.5%	21,663	21,700	(37)	(0.2%)	21,098	565	2.7%
12,478	11,446	1,032	9.0%	11,670	808	6.9%	25,842	25,452	390	1.5%	24,321	1,521	6.3%
TOTAL GROSS PATIENT REVENUE													
REVENUE DEDUCTIONS													
1,561	1,846	285	15.5%	1,859	298	16.0%	3,503	4,126	623	15.1%	4,117	614	14.9%
2,077	2,324	247	10.6%	2,635	558	22.7%	4,948	5,195	247	4.8%	5,478	530	10.6%
0	0	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	54	54	100.0%	0	0	0	0.0%	54	54	100.0%
0	0	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0.0%
(951)	(1,002)	(51)	(5.1%)	(807)	144	17.8%	(1,899)	(2,004)	(105)	(5.2%)	(1,680)	219	13.0%
1,363	1,224	(139)	(11.4%)	953	(410)	(43.0%)	2,969	2,737	(232)	(8.5%)	1,847	(1,122)	(60.7%)
768	619	(149)	(24.0%)	792	24	3.0%	1,607	1,365	(242)	(18.1%)	1,431	(176)	(12.3%)
442	260	(182)	(70.1%)	223	(219)	(98.1%)	808	570	(238)	(29.4%)	491	(317)	(64.5%)
551	391	(160)	(41.1%)	350	(201)	(57.5%)	974	869	(105)	(10.8%)	825	(149)	(18.0%)
0	54	54	100.0%	0	0	0.0%	0	120	120	100.0%	0	0	0.0%
529	290	(239)	(82.2%)	425	(104)	(24.4%)	722	649	(73)	(10.1%)	716	(6)	(0.8%)
6,340	6,006	(334)	(5.6%)	6,484	144	2.2%	13,632	13,627	(5)	(0.0%)	13,279	(353)	(2.6%)
6,138	5,440	698	12.8%	5,186	952	18.3%	12,210	11,825	385	3.3%	11,042	1,168	10.6%
0	0	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0.0%
458	415	43	10.5%	398	60	15.1%	866	1,024	(158)	(15.4%)	797	69	8.6%
6,596	5,855	741	12.7%	5,584	1,012	18.1%	13,076	12,849	227	1.8%	11,839	1,237	10.5%
TOTAL NET REVENUE													
OPERATING EXPENSE													
3,391	2,982	(409)	(13.7%)	3,107	(284)	(9.1%)	6,475	6,678	203	3.0%	6,516	41	0.6%
585	540	(45)	(8.3%)	539	(46)	(8.5%)	1,176	1,120	(56)	(4.9%)	1,144	(32)	(2.7%)
100	132	32	24.2%	73	(27)	(36.9%)	252	270	18	6.8%	315	63	20.3%
288	310	22	7.2%	304	16	5.3%	652	682	30	4.4%	561	(91)	(16.2%)
566	532	(34)	(6.4%)	604	38	6.4%	1,341	1,301	(40)	(3.0%)	1,164	(177)	(15.2%)
82	91	9	10.0%	97	15	15.9%	168	212	44	20.7%	200	32	15.6%
310	301	(9)	(3.1%)	346	36	10.5%	579	653	74	11.3%	639	60	9.4%
49	24	(25)	(106.9%)	33	(16)	(48.2%)	73	53	(20)	(27.3%)	58	(15)	(25.9%)
81	86	5	5.6%	76	(5)	(7.5%)	165	177	12	6.5%	146	(19)	(12.9%)
31	81	50	62.4%	126	95	75.8%	108	198	90	45.7%	205	97	47.5%
302	315	13	4.3%	350	48	13.7%	617	631	14	2.2%	734	117	16.0%
113	109	(4)	(3.7%)	111	(2)	(1.5%)	233	219	(14)	(6.8%)	214	(19)	(9.1%)
635	570	(65)	(11.5%)	589	(46)	(7.9%)	1,331	1,212	(119)	(9.8%)	1,143	(188)	(16.4%)
6,533	6,073	(460)	(7.6%)	6,355	(178)	(2.8%)	13,170	13,406	236	1.8%	13,039	(131)	(1.0%)
63	(218)	281	129.5%	(771)	834	108.3%	(94)	(557)	463	83.6%	(1,200)	1,106	92.4%
OPERATING MARGIN													
NON-OPERATING REVENUE (EXP)													
(63)	38	(101)	(265.8%)	(84)	21	25.0%	12	75	(63)	(84.0%)	42	(30)	(71.4%)
155	185	(30)	(16.2%)	191	(36)	(18.8%)	394	346	48	13.9%	359	35	9.7%
92	223	(131)	(58.7%)	107	(15)	(14.0%)	406	421	(15)	(3.6%)	401	5	1.2%
\$155	\$5	\$150	3,000.0%	(\$664)	\$819	123.3%	\$312	(\$136)	\$448	329.4%	(\$799)	\$1,111	139.0%
\$570	\$429	\$141	32.9%	(\$203)	\$773	380.8%	\$1,162	\$714	\$448	62.7%	\$149	\$1,013	679.9%
NET MARGIN													
EBIDA													

* Brackets Indicate an Unfavorable Variance

(164) Bond Debt Payment	
(77) Line of Credit Payments	
(186) Reserve for Capital Improvement	
0 Capital Purchases	
\$ 143	

Bond Debt Payment	(328)
Line of Credit Payments	(154)
Reserve for Capital Improvement	(327)
Capital Purchases	(20)
\$ 333	



Balance Sheet
Southwest Health System Consolidated

	Feb-24 Current Month	Jan-24 Previous Month	Variance*		Feb-23 Last Year	Variance		Dec-23 Last Year End	Variance*	
			\$	%		\$	%		\$	%
ASSETS										
Current Assets										
Cash and Cash Equivalents	\$3,119	\$3,547	(\$428)	(12.1%)	\$10,768	(\$7,649)	(71.0%)	\$3,612	(\$493)	(13.6%)
Short-Term Investments	10,526	10,601	(75)	(0.7%)	3,470	7,056	203.3%	10,539	(13)	(0.1%)
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	6,636	6,392	244	3.8%	6,481	155	2.4%	6,199	437	7.0%
Inventories	1,518	1,399	119	8.5%	1,400	118	8.4%	1,437	81	5.6%
Other Current Assets	1,610	1,527	83	5.4%	1,898	(288)	(15.2%)	1,489	121	8.1%
Total Current Assets	23,409	23,466	(57)	(0.2%)	24,017	(608)	(2.5%)	23,276	133	0.6%
Assets Whose Use is Limited or Donor-Restricted Net of Amount Required for Current Liabilities	4,387	4,188	199	4.8%	2,754	1,633	59.3%	3,996	391	9.8%
Property, Plant, and Equipment, Net	31,279	31,574	(295)	(0.9%)	34,660	(3,381)	(9.8%)	31,890	(611)	(1.9%)
Noncurrent Investments (Unrestricted)	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Assets	200	198	2	0.0%	185	15	7.2%	192	8	4.2%
Total Assets	\$59,275	\$59,426	(\$151)	(0.3%)	\$61,616	(\$2,341)	(3.8%)	\$59,354	(\$79)	(0.1%)
LIABILITIES AND FUND BALANCES										
Current Liabilities										
Accounts Payable	\$3,883	\$4,204	(\$321)	(7.6%)	\$5,071	(\$1,188)	(23.4%)	\$3,956	(\$73)	(1.8%)
Accrued Expense Payable	3,445	3,058	387	12.6%	3,270	175	5.3%	3,002	443	14.8%
Estimated Third Party Payor Settlements	3,649	3,843	(194)	(5.1%)	4,832	(1,183)	(24.5%)	4,281	(632)	(14.8%)
Other Current Liabilities	3,064	3,112	(48)	(1.5%)	2,498	566	22.7%	2,934	130	4.4%
Current Portion of Long-Term Debt	1,720	1,858	(138)	(7.4%)	2,826	(1,106)	(39.1%)	2,352	(632)	(26.9%)
Short Term Lease Obligations	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Current Liabilities	15,761	16,075	(314)	(2.0%)	18,497	(2,736)	(14.8%)	16,525	(764)	(4.6%)
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	25,142	25,135	7	0.0%	26,262	(1,120)	(4.3%)	24,771	371	1.5%
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Liabilities	40,903	41,210	(307)	(0.7%)	44,759	(3,856)	(8.6%)	41,296	(393)	(1.0%)
Fund Balances										
Unrestricted	18,516	18,360	156	0.8%	\$16,951	\$1,565	9.2%	\$18,202	\$314	1.7%
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%
Total Fund Balances	18,372	18,216	156	0.9%	16,857	1,515	9.0%	18,058	314	1.7%
Total Liabilities and Fund Balances	\$59,275	\$59,426	(\$151)	(0.3%)	\$61,616	(\$2,341)	(3.8%)	\$59,354	(\$79)	(0.1%)
Days Cash on Hand	65.4	68	(3)	(3.8%)	69	(4)	(5.5%)	69	(3)	(4.6%)
Bond Debt Reserve Fund	\$1,311	6.3								
Capital Improvement Reserve Fund	\$1,951	9.4								
Using 6 months of expenses	81.1									

DCOH Adj for Reserve Accts



Statement Of Cash Flows
Northwest Health System Consolidated
Feb-24

	<u>Current Month</u>	<u>Fiscal YTD</u>
Cash Flows From Operating Activities		
Net Margin	\$155	\$312
Adjustment for Depreciation and Amortization	302	617
Change in Working Capital		
Short-Term Investments	75	13
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	(244)	(437)
Inventories	(119)	(81)
Other Current Assets	(83)	(121)
Accounts Payable	(321)	(73)
Accrued Expense Payable	387	443
Estimated Third-Party Payor Settlements	(194)	(632)
Other Current Liabilities	(48)	130
Net Cash Provided (Used) by Operating Activities	<u>(90)</u>	<u>171</u>
Changes in Noncurrent Assets and Liabilities		
Assets Whose Use is Limited or Donor-Restricted	(199)	(391)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	(2)	(8)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	<u>(201)</u>	<u>(399)</u>
Capital and Related Financing Activities		
Property, Plant & Equipment	(7)	(6)
Inter-Company	0	0
Current Portion of Long-Term Debt	(138)	(632)
Long-Term Debt	7	371
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	1	2
Net Capital & Related Financing Activities	<u>(137)</u>	<u>(265)</u>
Net Increase (Decrease) in Cash	<u>(428)</u>	<u>(493)</u>
Cash at Beginning of Period	3,547	3,612
Cash at End of Period	<u>\$3,119</u>	<u>\$3,119</u>

Southwest Health System Operational Analysis	Qtr End 31 Actual 3/31/2020	Qtr End 30 Actual 6/30/2020	Qtr End 30 Actual 9/30/2020	Qtr End 31 Actual 12/31/2020	Qtr End 31 Actual 3/31/2021	Qtr End 30 Actual 6/30/2021	Qtr End 30 Actual 9/30/2021	Qtr End 31 Actual 12/31/2021	Qtr End 31 Actual 3/31/2022	Qtr End 30 Actual 6/30/2022	Qtr End 30 Actual 9/30/2022	Qtr End 31 Actual 12/31/2022	Qtr End 31 Actual 3/31/2023	Qtr End 30 Actual 6/30/2023	Qtr End 30 Actual 9/30/2023	Qtr End 31 Actual 12/31/2023	Month End 31 Actual 1/31/2024	Month End 29 Actual 2/29/2024
Return on Assets	10.86%	9.82%	10.35%	10.47%	10.41%	8.79%	8.76%	10.49%	8.25%	8.47%	8.49%	8.39%	6.86%	5.72%	10.01%	10.11%	#DIV/0!	#DIV/0!
25th Percentile	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%
37 1/2th Percentile	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%
50th Percentile	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
75th Percentile	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%
Acid Test Ratio																		
Cash and Cash Equivalents	6,648,939	18,398,586	17,026,144	14,938,749	14,246,889	14,485,226	14,186,748	16,210,518	15,608,901	14,874,841	15,633,809	14,393,771	13,783,678	14,244,937	14,974,148	14,151,422	14,147,907	13,645,504
Accounts Receivable	6,148,300	4,971,714	5,241,887	5,276,767	6,186,503	5,694,024	5,670,975	7,049,300	8,108,042	7,369,432	6,453,725	6,328,176	6,934,439	5,509,664	5,855,165	6,199,239	6,391,549	6,635,944
Unrestricted Investments	1,049,942	998,604	1,078,448	1,136,551	1,123,029	1,174,536	1,299,473	1,116,755	1,117,144	1,030,158	1,090,155	1,131,110	1,180,793	1,186,233	1,303,804	1,310,714	1,311,121	
Current Liabilities	10,058,157	18,703,110	18,243,803	17,010,166	16,749,299	16,955,429	16,446,569	17,723,094	19,128,610	17,661,119	17,497,180	16,689,029	18,044,197	16,620,586	16,675,836	16,525,284	16,075,252	15,761,601
Acid Test Ratio	1.38	1.30	1.28	1.26	1.29	1.26	1.28	1.39	1.30	1.32	1.32	1.31	1.21	1.26	1.32	1.31	1.36	1.37
25th Percentile	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33
37 1/2th Percentile	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49
50th Percentile	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65
75th Percentile	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81
Current Ratio																		
Total Current Assets	15,598,484	25,852,606	25,063,320	22,874,136	23,031,409	22,695,909	22,694,932	26,241,836	26,654,593	25,394,909	25,307,633	23,573,347	23,968,195	22,911,541	23,698,427	23,276,391	23,465,145	23,409,538
Unrestricted Investments	1,049,942	998,604	1,078,448	1,136,551	1,123,029	1,170,121	1,174,536	1,299,473	1,116,755	1,117,144	1,030,158	1,090,155	1,131,110	1,180,793	1,186,233	1,303,804	1,310,714	1,311,121
Current Liabilities	10,058,157	18,703,110	18,243,803	17,010,166	16,749,299	16,955,429	16,446,569	17,723,094	19,128,610	17,661,119	17,497,180	16,689,029	18,044,197	16,620,586	16,675,836	16,525,284	16,075,252	15,761,601
Current Ratio	1.66	1.44	1.43	1.41	1.44	1.41	1.45	1.56	1.45	1.50	1.51	1.48	1.39	1.49	1.49	1.49	1.54	1.57
25th Percentile	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32
37 1/2th Percentile	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97
50th Percentile	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63
75th Percentile	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29
Days Cash on Hand																		
Total Cash and Equivalents	6,648,939	18,398,586	17,026,144	14,938,749	14,246,889	14,485,226	14,186,748	16,210,518	15,608,901	14,874,841	15,633,809	14,393,771	13,783,678	14,244,937	14,974,148	14,151,422	14,147,907	13,645,504
Operating Expense (Rolling 3 mos)															196,745	212,739	209,965	215,375
Operating Expense (Rolling 6 mos)															201,347	204,605	206,328	209,108
Operating Expense (Rolling 12 mos)	159,150	163,387	170,915	170,927	165,307	168,020	173,514	186,750	186,002	186,604	195,841	197,000	199,000	204,143	203,707	205,737	205,541	205,627
DCOH (Unrestricted Cash)	21	91	79	65	63	63	60	66	64	61	63	56	52	53	58	17	17	14
DCOH (Restricted Investments)	21	21	21	22	23	23	22	21	20	19	17	17	18	17	30	63	65	64
DCOH OLD *	42	113	100	87	86	86	82	87	84	80	80	73	69	70	74	69	69	66
DCOH CHC **															74	69	69	65
DCOH NEW ***															88	80	82	79
Debt Service Coverage Ratio (Rolling 12 months)																		
Available for Debt Service	4,650,191	6,568,019	5,419,693	6,645,642	7,341,805	4,665,541	5,579,280	6,870,488	7,034,339	7,644,739	7,490,886	4,756,578	4,158,932	4,037,100	4,608,999	6,038,633	6,393,924	6,178,786
Investment Value Change	-260,703	43,817	-20,345	-11,686	14,511	12,761	-54,932	15,275	-55,444	-126,247	-191,830	-90,340	45,951	24,123	-109,336	52,969	10,587	-79,856
MADS	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	3,629,172	2,626,048	2,626,048	2,626,048	2,626,048
Debt Service Coverage Ratio	1.28	1.81	1.49	1.83	2.02	1.29	1.54	1.89	1.94	2.11	2.06	1.31	1.15	1.11	2.35	2.30	2.43	2.35
Debt to Capitalization																		
Long Term Debt	30,578,726	30,095,697	29,596,696	29,283,005	28,759,713	28,243,561	28,617,768	29,753,250	28,282,232	28,097,565	28,156,581	27,627,886	26,075,139	25,503,776	25,289,882	24,770,872	25,134,703	25,141,591
Restricted Per Agreement	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,505,828	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952
Long Term Debt Adjusted	29,072,898	28,589,869	28,090,868	27,777,177	27,253,885	26,737,733	27,111,940	28,247,422	26,776,404	26,591,737	26,650,753	26,122,058	24,278,188	23,706,825	24,073,921	22,973,921	23,337,751	23,344,639
URNA	17,021,249	18,029,182	17,855,670	18,066,549	17,951,208	18,385,033	18,263,399	18,754,861	19,179,762	19,256,753	19,273,970	16,311,635	17,077,662	18,498,192	17,896,120	17,516,899	18,359,976	18,269,663
Debt to Capitalization Ratio	63.07%	61.33%	61.14%	60.59%	60.29%	59.26%	59.75%	60.10%	58.27%	58.00%	58.03%	61.56%	58.71%	56.17%	57.06%	56.74%	55.97%	56.10%

*DCOH OLD utilizes a rolling 12 month daily cash operating expense and does not include restricted investments
**DCOH CHC utilizes a 3 month rolling daily cash operating expense and includes both self restricted and
***DCOH NEW utilizes a 3 month rolling daily cash operating expense and includes both self restricted and



Business Office Elements
Through the Period Ending Feb-24
Southwest Memorial Hospital

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5 days	15 days	15 days	4 days	10 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	102.2%	102.4%	102.2%	102.3%
A/R Days (Net) 3	48 days	33 days	33 days	33 days	33 days
Percent of Medicare < 60 days 4	95%	99%	100%	99%	100%
Percent of Medicaid < 90 days 5	90%	83%	87%	83%	85%
Percent of Commercial Insurance < 90 days 6	90%	74%	74%	72%	73%
Credit Balance % 7	3%	5%	5%	5%	5%
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%	97%	97.4%	96.1%	96.8%
A/R Days (Net) 3	48 days	32 days	32 days	32 days	32 days
Percent of Medicare < 60 days 4	95%	93%	93%	92%	93%
Percent of Medicaid < 90 days 5	90%	89%	93%	89%	91%
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%
Denial Rate Past 90 Days 10	3%				

AR Aging (000's)	0 - 30	31 - 60	61 - 90	91 - 120	Over 120
Medicare	\$495	\$91	\$18	\$12	\$16
Aging %	78%	14%	3%	2%	2%
Medicaid	\$205	\$35	\$7	\$6	\$24
Aging %	74%	13%	3%	2%	9%
Managed Medicare	\$180	\$38	\$22	\$5	\$89
Aging %	54%	11%	7%	1%	27%
Commercial Insurance	\$243	\$107	\$47	\$18	\$67
Aging %	50%	22%	10%	4%	14%
Self Pay	\$119	\$55	\$46	\$36	\$503
Aging %	16%	7%	6%	5%	66%
Total	\$1,242	\$327	\$140	\$76	\$699
Aging %	50%	13%	6%	3%	28%

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-Pa;
- 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.

	2023	2024	2024	2024	2024
13 Week CASH PROJECTION	December	January	February	March	April
	Total	Total	Total	Total	Total
Beginning Cash balance	10,522,083	3,606,917	3,417,042	2,889,240	2,439,588
Cash Receipts:					
Accounts Receivable	5,238,296	5,188,633	4,931,875	4,533,135	5,519,000
Medicare	-	-	-	-	-
Medicaid	-	-	-	-	-
Insurance	-	-	-	-	-
Self pay	-	-	-	-	-
Total Accounts Receivable	5,238,296	5,188,633	4,931,875	4,533,135	5,519,000
	-	-	-	-	-
Other Cash Receipts:	-	-	-	-	-
Interest Income	-	-	-	-	-
Cost Report Settlements	-	-	-	-	-
Provider Fee	948,608	948,608	948,608	1,101,951	948,608
Other Receipts	-	-	-	-	-
Total Provider & Other Receipts	948,608	948,608	948,608	1,101,951	948,608
Total Cash Receipts	6,186,904	6,137,241	5,880,483	5,635,087	6,467,608
Cash Disbursements:					
Accounts Payable	2,461,536	2,905,218	2,887,146	2,688,793	2,850,000
Payroll & Taxes	2,382,911	2,311,330	2,558,373	2,358,897	2,766,000
401K	7,134,331	245,142	164,091	173,437	180,000
Cerner Project Reserve	-	-	-	-	-
Lease Payments Equip Bldgs	243,140	245,044	245,027	234,407	258,656
CHC	103,055	98,549	78,976	140,000	140,000
Other - CC Fees	21,361	19,392	20,827	27,894	14,000
Other Payables-Provider Fee	348,975	246,168	245,663	245,663	247,800
Health Ins	422,665	69,745	206,648	215,647	310,000
Total Cash Disbursements	13,117,973	6,140,588	6,406,752	6,084,738	6,766,456
Ending Cash Balance Projected	3,606,917	3,417,042	2,889,240	2,439,588	2,140,740
DCOH (Unrestricted Cash)	16.95	16.3	13.4	11.3	10.0
Investments	10,539,435	10,600,703	10,526,103	9,239,435	9,239,435
DCOH (Self-Restricted)	49.5	50.49	48.9	43.0	43.0
Reserve Fund - 11203	1,313,024	1,319,057	1,324,952	1,324,952	1,324,952
Capital Reserve - 11201	1,571,604	1,757,589	1,950,547	1,950,547	1,950,547
Cerner Project - 11020		125,000	225,000		
DCOH (Restricted)	14	15.25	16.25	15	15
Cash Drawers		0.025	0.025		
TOTAL DCOH including Reserve Fund NEW	80	82	79	70	68
DCOH (Unrestricted and Self-restricted) OLD	68.76	68.3	65.3	56.9	55.5

Southwest Health System, Inc
 Schedule of Debt Payments
 2/29/2024

	District		Total Debt Payment	Restricted for Capital Imprvmt	Dispersments	Interest Earned Capital Imprvmt
	Sales Tax MCHD	Hosp Portion SWHS				
2022						
Jan-22	167,986	134,726	302,712			
Feb-22	280,229	22,224	302,452			
Mar-22	139,781	162,935	302,716			
Apr-22	139,049	163,545	302,624			
May-22	173,697	129,012	302,709			
Jun-22	171,334	130,791	302,126			
Jul-22	185,065	117,620	302,684			
Aug-22	205,825	96,804	302,629			
Sep-22	195,992	106,517	302,508			
Oct-22	202,653	99,994	302,646			
Nov-22	203,107	95,781	298,888			
Dec-22	190,835	111,643	302,479			
	2,255,553	1,371,593	3,627,176			
	1	0	1			
2023						
Jan-23	161,584	120,159	281,744			
Feb-23	184,840	117,471	302,310			
Mar-23	137,543	165,098	302,641			
Apr-23	137,628	164,960	302,589			
May-23	159,287	143,231	302,518			
Jun-23	164,346	97,070	261,416			
Jul-23	192,820	109,615	302,435			
Aug-23	212,821	165,000	163,673	214,148		
Transfer from Bond Reserve *New Agreement				501,561		
Sep-23	199,997	165,000	163,673	201,324		1,098
Oct-23	191,743	165,000	163,673	193,070		3,238
Nov-23	208,249	165,000	163,673	209,576		4,249
Dec-23	196,447	165,000	163,673	197,774		4,906
Dec-23 Int from Bond Debt Res						40,661
YTD	2,147,305	1,742,604	2,874,017	1,517,453	-	54,151
2024						
Jan-24	178,384	165,000	163,673	179,711		6,274
Feb-24	184,407	165,000	163,673	185,734		7,224
Mar-24						
YTD	362,791	330,000	327,346	1,882,898	-	67,649
				Available for Capital Improvements		1,950,547
Estim for 2024	2,100,000	1,980,000		2,115,925		

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.

MCHD Finance Report



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.

CASH - GENERAL ACCT	10000
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CASH BALANCE AT	02/16/24		\$1,092,755.50
DEPOSITS:			
2/27/2024	Transfer from DOLA Account	3,340.05	
2/29/2024	Southwest Health Systems	4,630.00	
3/12/2024	Montezuma County Treasurer	77,183.34	
3/19/2024	Interest Payment	<u>2,535.03</u>	
			87,688.42
DISBURSEMENTS:			
2977	Kelly R. McCabe, PC	1,102.50	
2978	Montezuma Valley Irrigation	615.00	
2979	Heidi A Trainor, CPA PC	1,650.00	
3/19/2024	Vectra Bank Fee	<u>3.00</u>	
			3,370.50
CASH BALANCE AT	03/19/24		<u><u>1,177,073.42</u></u>

CASH - DOLA/CARING FOR COLO GRANT ACCT	10300
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CASH BALANCE AT	02/16/24		3,340.05
DEPOSITS:			
		<u>0.00</u>	
			0.00
DISBURSEMENTS:			
2/28/2024	Balance Transferred to General Account- DOLA ACCOUNT CLOSED	<u>3,340.05</u>	
			3,340.05
CASH BALANCE AT	03/19/24		<u><u>0.00</u></u>

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

CASH - HOSPITAL EXPANSION ACCT	10105
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CASH BALANCE AT	02/16/24		296,609.52
DEPOSITS:			
3/8/2024	CO Dept of Revenue Sales Tax	127,157.67	
3/12/2024	State of CO Vendor Pay	1,920.90	
3/12/2024	State of CO Vendor Pay	<u>20,284.52</u>	
			149,363.09
DISBURSEMENTS:			
3/19/2024	1088 Southwest Health Systems, Inc. Vectra Bank Fee	141,586.09 <u>3.00</u>	
			141,589.09
CASH BALANCE AT	03/19/24		<u><u>304,383.52</u></u>

INVESTMENT - LPL FINANCIAL		10555	
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
TOTAL LPL FINANCIAL ACCOUNT BALANCE AT	12/31/23		<u><u>785,365.51</u></u>
CASH & INVESTMENTS BALANCE AT JUNE 30, 2023			<u><u>2,268,764.39</u></u>

***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.

RESTRICTED CASH		
HOSPITAL EXPANSION SALES TAX		<u>(304,383.52)</u>
NET UNRESTRICTED CASH		<u><u>(304,383.52)</u></u>
		<u><u>1,964,380.87</u></u>

MONTEZUMA COUNTY HOSPITAL DISTRICT
Cash Receipts Journal
 For the Period From Feb 28, 2024 to Mar 31, 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
2/29/24	41000 10000	RENT	Rental Income SOUTHWEST HEALTH SYSTEMS	4,630.00	4,630.00
3/8/24	40500 10105	CO Sales Tax	Hospital Expansion Tax St. of Colorado	127,157.67	127,157.67
3/12/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	1,920.90	1,920.90
3/12/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	20,284.52	20,284.52
3/12/24	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	1,471.64 77,183.34	72,981.61 549.71 5,073.40 50.26
3/19/24	42200 10000	INT	NOW Account Interest VECTRA BANK	2,535.03	2,535.03
				235,183.10	235,183.10
				235,183.10	235,183.10

MONTEZUMA COUNTY HOSPITAL DISTRICT
Cash Disbursements Journal

For the Period From Feb 28, 2024 to Mar 31, 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
3/14/24	1088	68500G09	Capital Outlay-Txf Sales Tax	127,157.67	
		68500G09	Capital Outlay-Txf Sales Tax	13,389.76	
		68500G09	Capital Outlay-Txf Sales Tax	1,038.66	
		10105	SOUTHWEST HEALTH SYSTEMS, INC		141,586.09
3/14/24	2977	61100 10000	Legal Fees KELLY R. MCCABE, P.C.	1,102.50	1,102.50
3/14/24	2978	65200 10000	Utilities MONTEZUMA VALLEY IRRIGATION	615.00	615.00
3/14/24	2979	61300 10000	CPA Fees HEIDI A. TRAINOR, CPA, PC	1,650.00	1,650.00
3/19/24	Bank Fee	61400 10105	Other Fees VECTRA BANK	3.00	3.00
3/19/24	Bank Fee	61400 10000	Other Fees VECTRA BANK	3.00	3.00
	Total			<u>144,959.59</u>	<u>144,959.59</u>