

**MONTEZUMA COUNTY HOSPITAL DISTRICT  
BOARD MEETING  
EMS Training Room, Southwest Health System  
WEDNESDAY, May 8, 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

- April 10, 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) - 15 minutes

- Website Review and Plan
- April Financials

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

**Owner's Representative Report, Peter Rehn** - 10 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.



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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  
April 10, 2024**

**Present:**

**Also Present:**

Brandon Johnson, Chairperson	Shirley Jones, SHS Chair (via Teams)	<b><u>Recorded by:</u></b>
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	<b><u>Excused/Absent:</u></b>
Bob Ower, Director	Adam Conley, SHS CFO	Kelly McCabe, MCHD Attorney
Bill Thompson, Vice-Chairperson	Bill Stroop, community member	
Orly Lucero, Director (via Teams)		
<b><u>Counsel:</u></b>		
Keenen Lovett, 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 6:00 pm.		
<b>Roll Call</b>	Roll was called for the Board by Robert Dobry, Scty/Treas for MCHD Board.		
<b>Public Comment</b>	None.		
<b>Changes to Agenda</b>	No changes.		
<b>Consent Agenda</b>	March 13, 2024 Regular Meeting Minutes Payment of Bills	It was moved and seconded to approve the consent agenda as presented. Motion: Sean Flaherty Second: Bob Ower Motion carried.	
<b><u>REPORTS and ACTION ITEMS</u></b>			
<b>SHS Board Report</b>	Shirley Jones, SHS Board Chair gave a Board Report: The SHS Finance Committee will be reviewing the 2023 Audit Report with		

<p><b>SHS Operating Report – Joe Theine</b></p> <p><b>SHS February 2024 Financial Report – Shelle Diehm</b></p>	<p>Blue &amp; Co at next week’s meeting. With the bank approving the days cash on hand requirement to be 60 days instead of 80, no change in directive to management has been given so SHS CEO Joe Theine will continue to manage at 80 days, except potentially for the board-approved work being done on the roof under the Capital Infrastructure amendment.</p> <p>Mr. Theine presented a slideshow with updates on recruiting plan, employee retention, growth of services statistics, capital expenses review pending prioritization and grant funders, grants awarded and pending. Mr. Theine also review of Colorado Rural Futures collaborative to communicate and shape the narrative of what policies would be helpful to rural healthcare, which Joe is a member of.</p> <p>SHS Contracted Finance Consultant Shelle Diehm reviewed the utilization stats, including lower than budgeted births and high acuity inpatient usage.</p> <p>Even though gross revenue is only up 6.9%, but what we expect to collect is 13% over previous year. Current trend shows costs are not growing as fast as our volume. February EBIDA is \$570k, Net revenue at \$155k. If we continue at this rate, we should be able to make budget.</p> <p>Change healthcare debacle will take another 60-90 days to get it ironed out. Due to the challenges of receiving reimbursement from third party payors, it is difficult to estimate incoming cash.</p>	<p>Hospital week is May 12<sup>th</sup> through 18<sup>th</sup>. All MCHD Board members are encouraged to join us for the barbeque on Friday May 17<sup>th</sup>, 11am-1pm in the cafeteria courtyard.</p>	
<p><b>Financial Report – Robert Dobry, Scty/Treasurer</b></p> <p><b>Discussion on Website with new Legislation</b></p>	<p>Sales Tax income received in February of \$151,417.67, which is 102% of last year.</p> <p>In more conversations with city and county, this will be very complicated to address the new ADA law. Thinking they may need a new website and link to a new hospital. Looking for funding to assist with the transition work – investigate and bring</p>	<p>Mr. Dobry will investigate further and bring back some recommendations for contracting with a company to assist with these requirements.</p>	

	back to the board. Big issue on packet and PDF of packet. State thinks they may not be able to meet their standard.		
<b>Foundation Report – Gala Pock</b>	Ms. Pock reviewed the status of the EMS Equipment application, which requires approval by the SHS Board, and fully funded with Foundation fundraising efforts.		
<b>Capital Infrastructure Committee Report – Bob Ower, Pipeline Assoc Report</b>	Bob Ower reported on pipeline association meeting, which included the need to locate all pipes. The locate costs would be assessed to all members of the pipeline association, which is \$750/share. This will be due on 7/1/24. add funds to annual budget to include additional shares.	It was noted that the costs associated with the water shares should be added to the annual budget as a line item.	
<b>Cap Infrastructure Committee Meeting Update – Mr. Flaherty</b>	Mr. Flaherty reviewed the Capital Infrastructure Committee meeting highlights. It is expected that work on the new roof will begin in May or June. Documentation from Mazzetti on Microgrid project is pending. The Committee will be going through the list of approved and completed items are re-prioritized and potentially, new items will be added.		
<b>Owner’s Rep RFP Update Brandon Johnson</b>	Mr. Johnson advised that numerous inquiries on the Owners Representative RFP for oversight of the Roof project, including 4 applications and possibly a 5th by the deadline on Monday. Mr. Johnson stated a special meeting needs to be called to have the Board review the applicants, recommending Monday, April 22nd at 6pm. All applicants live in the area. Once recommended is presented, will have them at special meeting in person on Monday for interview by Board.  It was noted that the SHS Vendor Requirements will need to be made available for those candidates to ensure they’re able to meet them in order to be on-site as Owner’s Rep.		

	The board was advised that Fred DeWitt's celebration of life is scheduled for June 23rd at 2pm at the Elks Lodge.	MOTION: Robert Dobry SECOND: Bob Ower Motion carried.	
<b>Attorney Report</b>	Mr. Lovett advised that the MCHD Board is not required to have a website as a Special Tax District, however, it is currently listed as a posting site for all meetings, as required.		
<b>Executive Session</b>	There was no board action to adjourn to executive session.		
<b>Adjournment</b>	Next meeting to take place May 8, 2024.	The Board adjourned the meeting at 7:25 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

**Montezuma County Hospital District Special Board Meeting**  
**EMS Training Room; 1311 N Mildred Road**  
**April 22, 2024**

<b>Present:</b>	<b>Also Present:</b>
Brandon Johnson, Chairperson	Kelly McCabe, MCHD Attorney
Robert Dobry, Secretary/Treasurer	Rob Owens, SHS Plant Ops Director
Gala Pock, Director	Travis Parker, SHS CHRO
Bob Ower, Director	
Gala Pock, Director	<b>Excused/Absent:</b>
Sean Flaherty, Director (via Teams)	Keenen Lovett, MCHD Attorney
Darrell Dennison, Owner’s Rep Candidate	Bill Thompson, Vice Chairperson
Peter Rehn (CAPM), Owner’s Rep Candidate	Orly Lucero, Board Member

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<b>Call to order</b>	MCHD Board meeting was opened at 6:00pm		
<b>Roll Call</b>	Roll was called for the Board.		
<b>Public Comment</b>	None.		
<b>Interview for Owners Rep Finalists for Roof Project</b>	The board interviewed separately the two Owner’s Representative candidate finalists.		
<b>Executive Session</b>		It was moved and seconded to enter executive session at 6:42pm referencing §24-6-402(4)(f) C.R.S., “personnel matters”. MOTION: Robert Dobry SECOND: Bob Ower Motion carried.	
<b>Return to Regular Session</b>	The Board resumed regular session at 6:54pm. No decisions or recommendations were made.		
<b>Discussion of Candidates</b>	The Board discussed the pros and cons of each candidate. Both were qualified and met parameters and requirements.	It was moved and seconded to select Peter Rehn with CAPM as Owner’s Representative for the Roof project with CentiMark Corp.,	

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
		and authorize attorney to prepare a contract with CAPM/Mr. Rehn. MOTION: Robert Dobry SECOND: Bob Ower Motion carried anonymously.	
<b>Adjournment</b>		It was moved and seconded to adjourn at 7:05pm. Motion carried.	

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Rob Dobry, MCHD Board Secretary/Treasurer





# INVOICE

Invoice # 3923  
 Date: 04/24/2024  
 Due On: 05/24/2024

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

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

## Statement of Account

Outstanding Balance		New Charges		Payments Received		<b>Total Amount Outstanding</b>
( \$0.00	+	\$4,800.94	) -	( \$0.00	) =	<b>\$4,800.94</b>

## Montezuma C. Hospital District - 9001

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### Services

Type	Date	Notes	Quantity	Attorney	Rate	Total
Service	02/13/2024	Review and Revise by Laws.	0.40	KDL	\$335.00	\$134.00
Service	02/13/2024	Phone conference with Brooks Re: 80 day covenant	0.30	KDL	\$335.00	\$100.50
Service	02/14/2024	Prepare for Meeting/ E-mail Bridget.	0.80	KRM	\$425.00	\$340.00
Service	02/14/2024	Attend Regular Meeting.	1.20	KRM	\$425.00	\$510.00
Service	03/04/2024	Meeting with Bridget	1.00	KRM	\$425.00	\$425.00
Service	03/04/2024	Preparation for Meeting	1.00	KRM	\$425.00	\$425.00
Service	03/05/2024	Office Conference: Rob Dobry - Consult	0.20	KRM	\$425.00	\$85.00
Service	03/13/2024	Phone conference with Brandon, Preparation for meeting and need for	0.50	KRM	\$425.00	\$212.50

Owner's Representation.						
Service	03/13/2024	March 2024 Regular Board Meeting	1.40	KRM	\$425.00	\$595.00
Service	03/18/2024	Preparation of Owner's Representative RFP	0.60	KDL	\$335.00	\$201.00
Service	03/21/2024	Office conference with Bob Ower Re: Group 21 Board Member on the Irrigation Issue	0.50	KRM	\$425.00	\$212.50
Service	03/21/2024	Phone conference with Bridgett Re: Covenant change and Brandon	0.30	KDL	\$335.00	\$100.50
Service	04/10/2024	Research on Special District website and preparation for regular meeting	0.50	KDL	\$335.00	\$167.50
Service	04/10/2024	April Meeting	1.40	KDL	\$335.00	\$469.00
Service	04/11/2024	Review contract with State Re: Website Grant	0.40	KDL	\$335.00	\$134.00
Service	04/17/2024	Review all RFP Responses	0.70	KDL	\$335.00	\$234.50
Service	04/18/2024	Office conference Re: Owners Rep and E-mail to Board	1.00	KDL	\$335.00	\$335.00
<b>Services Subtotal</b>						<b>\$4,681.00</b>

### Expenses

Type	Date	Notes	Quantity	Rate	Total
Expense	03/27/2024	Publication Fees for Ballantine - RFP	1.00	\$119.94	\$119.94
<b>Expenses Subtotal</b>					<b>\$119.94</b>

Time Keeper	Quantity	Rate	Total
Keenen Lovett	5.6	\$335.00	\$1,876.00
Kelly McCabe	6.6	\$425.00	\$2,805.00
<b>Subtotal</b>			<b>\$4,800.94</b>
<b>Total</b>			<b>\$4,800.94</b>

# Detailed Statement of Account

## Current Invoice

Invoice Number	Due On	Amount Due	Payments Received	Balance Due
3923	05/24/2024	\$4,800.94	\$0.00	\$4,800.94
<b>Outstanding Balance</b>				<b>\$4,800.94</b>
<b>Total Amount Outstanding</b>				<b>\$4,800.94</b>

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

Please pay within 30 days.

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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

April 2024



**SOUTHWEST**  
HEALTH SYSTEM

Area	Update														
<b>Physician   Provider Recruiting</b>	<div style="text-align: right;"> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>Total Candidates</td><td>77</td></tr> <tr><td>Active</td><td>8</td></tr> <tr><td>Interviews Scheduled</td><td>19</td></tr> <tr><td>Interviews Completed</td><td>17</td></tr> <tr><td>Offer Made</td><td>12</td></tr> <tr><td>Offer Accepted</td><td>11</td></tr> <tr><td>Offer Not Accepted</td><td>1</td></tr> </table> </div> <p><i>Updated 4/15/2024</i></p> <p>Upcoming On-Site Interviews:</p> <ul style="list-style-type: none"> <li>• None</li> </ul> <p>Completed On-Site Interviews:</p> <ul style="list-style-type: none"> <li>• General Surgeon</li> <li>• Family Medicine   Geriatrics (to fill internal medicine need)</li> </ul> <p>Offers Accepted Since Last Meeting:</p> <ul style="list-style-type: none"> <li>• None</li> </ul> <p>Other Notes:</p> <ul style="list-style-type: none"> <li>• Family Medicine   OB Offer Withdrawn</li> </ul>	Total Candidates	77	Active	8	Interviews Scheduled	19	Interviews Completed	17	Offer Made	12	Offer Accepted	11	Offer Not Accepted	1
Total Candidates	77														
Active	8														
Interviews Scheduled	19														
Interviews Completed	17														
Offer Made	12														
Offer Accepted	11														
Offer Not Accepted	1														
<b>Operations Updates</b>	<ul style="list-style-type: none"> <li>• Gallup Q12 Small Book Club to Explore Leadership / Engagement Concepts First Book Completed.</li> <li>• Reality Based Leadership Training completed with hospital leadership.</li> <li>• Lab Director Interview Completed. Offer extended and accepted. First day tentatively scheduled for 4/29/2024.</li> <li>• RN vacancies remain lower, 18 current openings. Highest was 24. Posting PRN positions that may take the place of full-time position.</li> <li>• Annual audit presented to Finance Committee.</li> </ul>														
<b>CEO Community Engagement</b>	<ul style="list-style-type: none"> <li>• Fort Lewis College Springboard Fellowship, Interview Practicing for College Seniors</li> <li>• Detox Medical Clearance Multi-Stakeholder Meeting Held by Montezuma County</li> <li>• Sean Killooy, Former SHS Board Member</li> <li>• Southwest Health System Diabetes Education Support Group</li> <li>• Senior Friends Lunch</li> <li>• Tour The Bridge</li> </ul>														

# CEO Report

April 2024



Area	Update
<b>Other Meetings</b>	<ul style="list-style-type: none"><li>• Montezuma Board of County Commissioners, Congressionally Directed Spending Support</li><li>• John Leavitt, The Colorado Network</li><li>• Western Healthcare Alliance Finance Committee and Board Meetings</li><li>• Angelina Salazar, Western Healthcare Alliance</li><li>• Kenton Asche, MD</li><li>• Tom Northey, Community Care Alliance</li><li>• Shelly Burke, Axis Health   Ingrid Johnson, Center for Nursing Excellence</li><li>• Jeremy Lyman CEO, Blue Mountain Hospital</li><li>• Jeff Mengershausen, CEO, Montrose Memorial Health</li></ul>
<b>Other Notable Items</b>	<ul style="list-style-type: none"><li>• Attended Department Meetings<ul style="list-style-type: none"><li>○ Family Birthing Center</li><li>○ ICU/Med Surg (Inpatient)</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 Mar-24

low month high mo

	Fiscal-Year-to-Date					Six-Month Trend						Current Month					
	Current	Budget	# Var	% Var	Prior	% Var	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Budget	# Var	% Var	Prior Year	% Var
<b>Admissions, Total</b>	179	253	(74)	(29.2%)	237	(24.5%)	72	61	64	69	54	56	91	(35)	(38.5%)	89	(37.1%)
Acute	165	237	(72)	(30.4%)	224	(26.3%)	66	57	56	63	49	53	84	(31)	(36.9%)	83	(36.1%)
SNF	14	16	(2)	(12.5%)	13	7.7%	6	4	8	6	5	3	7	(4)	(57.1%)	6	(50.0%)
<b>Patient Days, Total</b>	1,012	972	40	4.1%	864	17.1%	315	329	360	373	351	288	336	(48)	(14.3%)	305	(5.6%)
Acute	766	842	(76)	(9.0%)	758	1.1%	246	238	248	290	240	236	282	(46)	(16.3%)	260	(9.2%)
SNF	246	130	116	89.2%	106	132.1%	69	91	112	83	111	52	54	(2)	(3.7%)	45	15.6%
<b>ALOS, Total</b>	5.65	3.84	(1.81)	(47.2%)	3.65	(55.1%)	4.38	5.39	5.63	5.41	6.50	5.14	3.69	(1.45)	(39.3%)	3.43	(50.1%)
Acute	4.64	3.55	(1.09)	(30.7%)	3.38	(37.2%)	3.73	4.18	4.43	4.60	4.90	4.45	3.36	(1.10)	(32.6%)	3.13	(42.1%)
SNF	17.57	8.13	(9.45)	(116.3%)	8.15	(115.5%)	11.50	22.75	14.00	13.83	22.20	17.33	7.71	(9.62)	(124.7%)	7.50	(131.1%)
<b>Adj Admissions</b>	1,138	1,727	(589)	(34.1%)	1,768	(35.6%)	535	438	421	416	343	379	629	(250)	(39.8%)	650	(41.7%)
<b>Adj Patient Days</b>	6,434	6,636	(202)	(3.0%)	6,446	(0.2%)	2,341	2,360	2,368	2,250	2,231	1,949	2,323	(374)	(16.1%)	2,227	(12.5%)
<b>Case Mix Index, Total</b>	1.2694	1.2576	0.0118	0.9%	1.1692	8.6%	1.3072	1.1002	1.2499	1.2420	1.3163	1.2500	1.2576	(0.0076)	(0.6%)	1.1185	11.8%
<b>Case Mix Index, Medicare</b>	1.2923	1.2017	0.0906	7.5%	1.1227	15.1%	1.2260	1.2332	1.4719	1.3029	1.5277	1.0463	1.2017	(0.1554)	(12.9%)	1.2005	(12.8%)
<b>Surgeries, Total</b>	172	255	(83)	(32.5%)	249	(30.9%)	83	79	66	58	55	59	91	(32)	(35.2%)	83	(28.9%)
Inpatient	39	60	(21)	(35.0%)	56	(30.4%)	17	12	12	16	13	10	21	(11)	(52.4%)	22	(54.5%)
Outpatient	133	195	(62)	(31.8%)	193	(31.1%)	66	67	54	42	42	49	70	(21)	(30.0%)	61	(19.7%)
<b>Total GI Procedures</b>	232	250	(18)	(7.2%)	261	(11.1%)	86	77	84	74	100	58	99	(41)	(41.4%)	108	(46.3%)
<b>Births</b>	13	29	(16)	(55.2%)	40	(67.5%)	6	15	9	4	1	8	11	(3)	(27.3%)	16	(50.0%)
<b>Emergency Visits</b>	3,247	3,207	40	1.2%	3,186	1.9%	1,161	1,112	1,088	1,096	1,049	1,102	1,115	(13)	(1.2%)	1,115	(1.2%)
<b>ER Conversion Rate</b>	5.4%	6.0%	--	(0.6%)	6.7%	(1.3%)	5.4%	4.9%	4.6%	5.7%	5.3%	5.2%	6.0%	--	(0.8%)	5.9%	(0.7%)
<b>Observation Days</b>	104	161	(57)	(35.4%)	188	(44.7%)	24	26	40	37	37	30	51	(21)	(41.2%)	62	(51.6%)
<b>Outpatient Diagnostic Visits</b>	10,424	10,906	(482)	(4.4%)	10,563	(1.3%)	3,450	3,178	3,232	3,636	3,553	3,235	3,661	(426)	(11.6%)	3,848	(15.9%)
<b>Provider Based or Specialty (</b>	2,203	2,670	(467)	(17.5%)	3,859	(42.9%)	1,021	981	846	879	728	596	960	(364)	(37.9%)	1,328	(55.1%)
<b>Rural Health Clinic Visits</b>	10,692	11,899	(1,207)	(10.1%)	9,999	6.9%	3,572	3,434	3,396	3,797	3,667	3,228	4,279	(1,051)	(24.6%)	3,499	(7.7%)
<b>MRI Procedures</b>	394	373	21	5.6%	360	9.4%	146	91	111	133	130	131	131	0	0.0%	127	3.1%
Inpatient	10	3	7	233.3%	11	(9.1%)	3	2	2	4	3	3	1	2	200.0%	4	(25.0%)
Outpatient	384	370	14	3.8%	349	10.0%	143	89	109	129	127	128	130	(2)	(1.5%)	123	4.1%
<b>Wound Care Procedures</b>	343	294	49	16.7%	286	19.9%	155	167	122	146	134	63	135	(72)	(53.3%)	129	(51.2%)
<b>Pain Management Cases</b>	63	56	7	12.5%	60	5.0%	15	24	16	24	18	21	24	(3)	(12.5%)	26	(19.2%)
<b>Sleep Studies</b>	164	117	47	40.2%	151	8.6%	41	42	29	49	58	57	41	16	39.0%	54	5.6%
<b>CT Procedures</b>	1,466	1,556	(90)	(5.8%)	1,457	0.6%	501	470	440	496	480	490	532	(42)	(7.9%)	498	(1.6%)
<b>Total Imaging Procedures</b>	6,586	6,762	(176)	(2.6%)	6,528	0.9%	2,177	2,088	2,070	2,257	2,107	2,222	2,300	(78)	(3.4%)	2,220	0.1%





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

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Actual	Budget	\$ Var	% Var	Prior	% Var	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Budget	\$ Var	% Var	Prior Year	% Var
Inpatient Revenue	\$5,953	\$5,684	\$269	4.7%	\$4,964	19.9%	\$1,786	\$1,736	\$1,780	\$2,216	\$1,963	\$1,774	\$1,932	(\$158)	(8.2%)	\$1,741	1.9%
Outpatient Revenue	31,895	33,125	(1,230)	(3.7%)	32,070	(0.5%)	11,484	10,716	9,925	11,149	10,515	10,232	11,426	(1,194)	(10.5%)	10,972	(6.7%)
<b>Gross Patient Revenue</b>	<b>37,848</b>	<b>38,809</b>	<b>(961)</b>	<b>(2.5%)</b>	<b>37,034</b>	<b>2.2%</b>	<b>13,270</b>	<b>12,452</b>	<b>11,705</b>	<b>13,365</b>	<b>12,478</b>	<b>12,006</b>	<b>13,358</b>	<b>(1,352)</b>	<b>(10.1%)</b>	<b>12,713</b>	<b>(5.6%)</b>
<b>Revenue Deductions</b>																	
Medicare	5,667	6,277	610	9.7%	6,241	9.2%	2,261	2,167	1,450	1,942	1,561	2,164	2,150	(14)	(0.7%)	2,124	(1.9%)
Medicaid	6,975	7,900	925	11.7%	8,122	14.1%	2,613	2,316	2,035	2,871	2,077	2,027	2,705	678	25.1%	2,645	23.4%
Prior Year Cost Report Adj.-MC.	0	0	0	0.0%	0	0.0%	0	173	0	0	0	0	0	0	0.0%	0	0.0%
Prior Year Cost Report Adj.-MC.	0	0	0	0.0%	54	100.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
UPL/DSH/CHASE	(2,848)	(3,006)	(158)	(5.3%)	(2,587)	10.1%	(949)	(951)	(949)	(949)	(951)	(949)	(1,002)	(53)	(5.3%)	(907)	4.6%
Managed Medicare	4,417	4,163	(254)	(6.1%)	3,136	(40.8%)	1,391	1,199	1,045	1,605	1,363	1,449	1,426	(23)	(1.6%)	1,289	(12.4%)
Managed Care (HMO/PPD) Dis	2,518	2,090	(428)	(20.5%)	2,128	(18.3%)	959	411	783	839	768	911	724	(187)	(25.8%)	697	(30.7%)
Charity & Indigent care	1,086	872	(214)	(24.5%)	778	(39.6%)	426	598	404	366	442	278	302	24	7.9%	287	3.1%
Other Discounts	1,265	1,324	59	4.5%	1,129	(12.0%)	474	431	341	423	551	291	455	164	36.0%	304	4.3%
Self Pay Discounts	0	183	183	100.0%	0	0.0%	0	0	0	0	0	0	63	63	100.0%	0	0.0%
Implicit Price Concessions	1,113	987	(126)	(12.8%)	1,044	(6.6%)	(171)	648	281	193	529	391	338	(53)	(15.7%)	328	(19.2%)
<b>Total Deductions</b>	<b>20,193</b>	<b>20,790</b>	<b>597</b>	<b>2.9%</b>	<b>20,045</b>	<b>(0.7%)</b>	<b>7,004</b>	<b>6,992</b>	<b>5,390</b>	<b>7,290</b>	<b>6,340</b>	<b>6,562</b>	<b>7,161</b>	<b>599</b>	<b>8.4%</b>	<b>6,767</b>	<b>3.0%</b>
<b>Net Patient Revenue</b>	<b>17,655</b>	<b>18,019</b>	<b>(364)</b>	<b>(2.0%)</b>	<b>16,989</b>	<b>3.9%</b>	<b>6,266</b>	<b>5,460</b>	<b>6,315</b>	<b>6,075</b>	<b>6,138</b>	<b>5,444</b>	<b>6,197</b>	<b>(753)</b>	<b>(12.2%)</b>	<b>5,946</b>	<b>(8.4%)</b>
Other Revenue	1,310	1,542	(232)	(15.0%)	1,265	3.5%	692	677	565	407	458	444	518	(74)	(14.2%)	468	(5.2%)
<b>Net Operating Revenue</b>	<b>18,965</b>	<b>19,561</b>	<b>(596)</b>	<b>(3.1%)</b>	<b>18,254</b>	<b>3.9%</b>	<b>6,958</b>	<b>6,137</b>	<b>6,880</b>	<b>6,482</b>	<b>6,596</b>	<b>5,888</b>	<b>6,715</b>	<b>(827)</b>	<b>(12.3%)</b>	<b>6,414</b>	<b>(8.2%)</b>
<b>Operating Expenses</b>																	
Salaries	9,472	10,055	583	5.8%	9,585	1.2%	3,361	3,052	3,113	3,084	3,391	2,997	3,377	380	11.3%	3,070	2.4%
Employee Benefits	1,709	1,692	(17)	(1.0%)	1,784	4.2%	676	162	866	591	585	533	571	38	6.8%	640	16.7%
Professional Fees	408	412	4	0.8%	456	10.6%	112	108	147	152	100	157	142	(15)	(10.5%)	141	(11.1%)
Medical Supplies	920	1,055	135	12.8%	870	(5.7%)	369	340	381	365	288	268	372	104	28.1%	309	13.3%
Pharmaceutical Supplies	2,096	1,966	(130)	(6.6%)	1,795	(16.8%)	827	894	676	775	566	755	664	(91)	(13.7%)	630	(19.8%)
Other Supplies	241	324	83	25.4%	311	22.3%	93	110	79	87	82	73	111	38	34.5%	111	34.3%
Purchased Services	858	999	141	14.1%	989	13.2%	290	328	650	269	310	280	346	66	19.3%	350	20.1%
Lease and Rent	103	80	(23)	(28.8%)	72	(44.0%)	42	24	12	24	49	31	27	(4)	(12.0%)	14	(119.1%)
Insurance	243	268	25	9.3%	232	(5.1%)	85	94	86	84	81	78	92	14	14.7%	85	8.3%
Utilities	217	299	82	27.5%	313	30.8%	84	80	101	77	31	109	101	(8)	(8.3%)	109	(0.6%)
Depreciation & Amortization	934	945	11	1.2%	1,105	15.5%	330	319	332	315	302	317	315	(2)	(0.7%)	370	14.5%
Interest	364	320	(44)	(13.9%)	334	(8.8%)	124	125	122	121	113	131	101	(30)	(29.4%)	121	(8.3%)
Other	1,914	1,841	(73)	(4.0%)	1,867	(2.5%)	516	629	812	695	635	584	629	45	7.2%	724	19.4%
<b>Total Operating Expenses</b>	<b>19,479</b>	<b>20,256</b>	<b>777</b>	<b>3.8%</b>	<b>19,713</b>	<b>1.2%</b>	<b>6,909</b>	<b>6,265</b>	<b>7,377</b>	<b>6,639</b>	<b>6,533</b>	<b>6,313</b>	<b>6,848</b>	<b>535</b>	<b>7.9%</b>	<b>6,674</b>	<b>5.4%</b>
<b>Operating Margin</b>	<b>(514)</b>	<b>(695)</b>	<b>181</b>	<b>(26.0%)</b>	<b>(\$1,459)</b>	<b>64.8%</b>	<b>49</b>	<b>(128)</b>	<b>(497)</b>	<b>(157)</b>	<b>63</b>	<b>(425)</b>	<b>(\$133)</b>	<b>(292)</b>	<b>(213.6%)</b>	<b>(\$260)</b>	<b>(63.8%)</b>
<b>Non-Operating Revenue (Exp)</b>																	
Investment Income	52	113	(61)	(54.0%)	95	(45.3%)	(73)	87	29	75	(63)	40	38	2	5.3%	53	(24.5%)
Other	698	484	214	44.2%	476	46.6%	198	214	235	238	155	304	138	166	120.3%	117	159.8%
<b>Total Non-Operating Revenue</b>	<b>750</b>	<b>597</b>	<b>153</b>	<b>25.6%</b>	<b>571</b>	<b>31.3%</b>	<b>125</b>	<b>301</b>	<b>264</b>	<b>313</b>	<b>92</b>	<b>344</b>	<b>176</b>	<b>168</b>	<b>95.5%</b>	<b>170</b>	<b>102.4%</b>
<b>Net Margin</b>	<b>\$236</b>	<b>(\$98)</b>	<b>\$334</b>	<b>340.8%</b>	<b>(\$888)</b>	<b>126.6%</b>	<b>\$174</b>	<b>\$173</b>	<b>(\$233)</b>	<b>\$156</b>	<b>\$155</b>	<b>(\$81)</b>	<b>\$43</b>	<b>(\$124)</b>	<b>(288.4%)</b>	<b>(\$90)</b>	<b>10.9%</b>
<b>EBIDA</b>	<b>\$1,534</b>	<b>\$1,167</b>	<b>\$367</b>	<b>31.4%</b>	<b>\$551</b>	<b>178.4%</b>	<b>\$628</b>	<b>\$617</b>	<b>\$221</b>	<b>\$592</b>	<b>\$570</b>	<b>\$367</b>	<b>\$459</b>	<b>(\$92)</b>	<b>(20.0%)</b>	<b>\$401</b>	<b>(8.5%)</b>
<b>Total Profit Margin</b>	1.2%	(0.5%)			(4.9%)		2.5%	2.8%	(3.4%)	2.4%	2.3%	(1.4%)	0.6%			(1.4%)	
<b>EBIDA Margin</b>	8.1%	6.0%			3.0%		9.0%	10.1%	3.2%	9.1%	8.6%	6.2%	6.8%			6.3%	

**Income Statement**  
 Southwest Health System Consolidated  
 Through the Period Ending Mar-24

Current Month						
Actual	Budget	Variance *		Prior Year	Variance *	
		\$	%		\$	%
\$1,774	\$1,932	(\$158)	(8.2%)	\$1,741	\$33	1.9%
10,232	11,426	(1,194)	(10.5%)	10,972	(740)	(6.7%)
<b>12,006</b>	<b>13,358</b>	<b>(1,352)</b>	<b>(10.1%)</b>	<b>12,713</b>	<b>(707)</b>	<b>(5.6%)</b>
2,164	2,150	(14)	(0.6%)	2,124	(40)	(1.9%)
2,027	2,705	678	25.1%	2,645	618	23.4%
0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
(949)	(1,002)	(53)	(5.3%)	(907)	42	4.6%
1,449	1,426	(23)	(1.6%)	1,289	(160)	(12.4%)
911	724	(187)	(25.8%)	697	(214)	(30.8%)
278	302	24	8.0%	287	9	3.1%
291	455	164	36.2%	304	13	4.4%
0	63	63	100.0%	0	0	0.0%
391	338	(53)	(15.8%)	328	(63)	(19.3%)
6,562	7,161	599	8.4%	6,767	205	3.0%
<b>5,444</b>	<b>6,197</b>	<b>(753)</b>	<b>(12.1%)</b>	<b>5,946</b>	<b>(502)</b>	<b>(8.5%)</b>
444	518	(74)	(14.2%)	468	(24)	(5.2%)
<b>5,888</b>	<b>6,715</b>	<b>(827)</b>	<b>(12.3%)</b>	<b>6,414</b>	<b>(526)</b>	<b>(8.2%)</b>
2,997	3,377	380	11.3%	3,070	73	2.4%
533	571	38	6.8%	640	107	16.7%
157	142	(15)	(10.5%)	141	(16)	(11.1%)
268	372	104	28.1%	309	41	13.3%
755	664	(91)	(13.7%)	630	(125)	(19.8%)
73	111	38	34.5%	111	38	34.3%
280	346	66	19.3%	350	70	20.1%
31	27	(4)	(12.0%)	14	(17)	(119.1%)
78	92	14	14.7%	85	7	8.3%
109	101	(8)	(8.3%)	109	0	(0.6%)
0	0	0	0.0%	0	0	0.0%
317	315	(2)	(0.7%)	370	53	14.5%
131	101	(30)	(29.4%)	121	(10)	(8.3%)
584	629	45	7.2%	724	140	19.4%
6,313	6,848	535	7.9%	6,674	361	5.4%
<b>(425)</b>	<b>(133)</b>	<b>(292)</b>	<b>(213.6%)</b>	<b>(260)</b>	<b>(165)</b>	<b>(63.8%)</b>
40	38	2	5.3%	53	(13)	(24.5%)
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	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
304	138	166	120.3%	117	187	159.8%
344	176	168	95.5%	170	174	102.4%
<b>(81)</b>	<b>\$43</b>	<b>(\$124)</b>	<b>(288.4%)</b>	<b>(90)</b>	<b>\$9</b>	<b>10.0%</b>
<b>\$367</b>	<b>\$459</b>	<b>(\$92)</b>	<b>(20.0%)</b>	<b>\$401</b>	<b>(\$34)</b>	<b>(8.5%)</b>

(164)  
 (77)  
 (145)  
 0  
 (128)  
 (147)

Fiscal-Year-to-Date							
Actual	Budget	Variance *		Prior Year	Variance *		
		\$	%		\$	%	
Inpatient Revenue	\$5,953	\$5,684	\$269	4.7%	\$4,964	\$989	19.9%
Outpatient Revenue	31,895	33,125	(1,230)	(3.7%)	32,070	(175)	(0.5%)
<b>TOTAL GROSS PATIENT REVENUE</b>	<b>37,848</b>	<b>38,809</b>	<b>(961)</b>	<b>(2.5%)</b>	<b>37,034</b>	<b>814</b>	<b>2.2%</b>
<b>REVENUE DEDUCTIONS</b>							
Medicare Contractual	5,667	6,277	610	9.7%	6,241	574	9.2%
Medicaid Contractual	6,975	7,900	925	11.7%	8,122	1,147	14.7%
Prior Year Medicare Cost Report Adj.	0	0	0	0.0%	0	0	0.0%
Prior Year Medicaid Cost Report Adj.	0	0	0	0.0%	54	54	100.0%
<b>UPL / CHASE / DSH</b>	<b>(2,848)</b>	<b>(3,006)</b>	<b>(158)</b>	<b>(5.3%)</b>	<b>(2,587)</b>	<b>261</b>	<b>10.1%</b>
Managed Medicare	4,417	4,163	(254)	(6.1%)	3,136	(1,281)	(40.8%)
Managed Care (HMO/PPO) Discounts	2,518	2,090	(428)	(20.5%)	2,128	(390)	(18.3%)
Charity & Indigent Discounts	1,086	872	(214)	(24.6%)	778	(308)	(39.6%)
Other Discounts	1,265	1,324	59	4.5%	1,129	(136)	(12.0%)
Self Pay Discounts	0	183	183	100.0%	0	0	0.0%
Implicit Price Concessions	1,113	987	(126)	(12.7%)	1,044	(69)	(6.6%)
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>20,193</b>	<b>20,790</b>	<b>597</b>	<b>2.9%</b>	<b>20,045</b>	<b>(148)</b>	<b>(0.7%)</b>
<b>TOTAL NET PATIENT REVENUE</b>	<b>17,655</b>	<b>18,019</b>	<b>(364)</b>	<b>(2.0%)</b>	<b>16,989</b>	<b>666</b>	<b>3.9%</b>
Other Revenue	1,310	1,542	(232)	(15.0%)	1,265	45	3.5%
<b>TOTAL NET REVENUE</b>	<b>18,965</b>	<b>19,561</b>	<b>(596)</b>	<b>(3.1%)</b>	<b>18,254</b>	<b>711</b>	<b>3.9%</b>
<b>OPERATING EXPENSE</b>							
Salary and Wages	9,472	10,055	583	5.8%	9,585	113	1.2%
Employee Benefits	1,709	1,692	(17)	(1.0%)	1,784	75	4.2%
Professional Fees	408	412	4	0.8%	456	48	10.6%
Medical Supplies	920	1,055	135	12.8%	870	(50)	(5.7%)
Pharmaceutical Supplies	2,096	1,966	(130)	(6.6%)	1,795	(301)	(16.8%)
Other Supplies	241	324	83	25.4%	311	70	22.3%
Purchased Services	858	999	141	14.1%	989	131	13.2%
Lease and Rent	103	80	(23)	(28.8%)	72	(31)	(44.0%)
Insurance	243	268	25	9.3%	232	(11)	(5.1%)
Utilities	217	299	82	27.5%	313	96	30.8%
Bad Debt	0	0	0	0.0%	0	0	0.0%
Depreciation & Amortization	934	945	11	1.2%	1,105	171	15.5%
Interest	364	320	(44)	(13.9%)	334	(30)	(8.8%)
Other Total Operating Expenses	1,914	1,841	(73)	(4.0%)	1,867	(47)	(2.5%)
<b>TOTAL OPERATING EXPENSES</b>	<b>19,479</b>	<b>20,256</b>	<b>777</b>	<b>3.8%</b>	<b>19,713</b>	<b>234</b>	<b>1.2%</b>
<b>OPERATING MARGIN</b>	<b>(514)</b>	<b>(695)</b>	<b>181</b>	<b>25.7%</b>	<b>(1,459)</b>	<b>945</b>	<b>64.8%</b>
<b>NON-OPERATING REVENUE (EXP)</b>							
Investment Income	52	113	(61)	(54.0%)	95	(43)	(45.3%)
Impairment of Long-Lived Assets	0	0	0	0.0%	0	0	0.0%
Gain/(Loss) on Facility Sale	0	0	0	0.0%	0	0	0.0%
Corporate Allocation	0	0	0	0.0%	0	0	0.0%
Refinancing Costs	0	0	0	0.0%	0	0	0.0%
Contribution Received for Acquisition	0	0	0	0.0%	0	0	0.0%
Other Total Non-Operating Expenses (EXP)	698	484	(214)	(44.2%)	476	222	46.6%
<b>TOTAL NON-OPERATING REVENUE (EXP)</b>	<b>750</b>	<b>597</b>	<b>153</b>	<b>25.6%</b>	<b>571</b>	<b>179</b>	<b>31.3%</b>
<b>NET MARGIN</b>	<b>\$236</b>	<b>(\$98)</b>	<b>\$334</b>	<b>340.8%</b>	<b>(\$888)</b>	<b>\$1,124</b>	<b>126.6%</b>
<b>EBIDA</b>	<b>\$1,534</b>	<b>\$1,167</b>	<b>\$367</b>	<b>31.4%</b>	<b>\$551</b>	<b>\$983</b>	<b>178.4%</b>
Bond Debt Payment	(491)						
Line of Credit Payments	(231)						
Reserve for Capital Improvement	(524)						
Capital Purchases	(20)						
Medicare Overpymt - Repayment	(383)						
	(20)						



**Balance Sheet**  
Southwest Health System Consolidated

	Mar-24 Current Month	Feb-24 Previous Month	Variance*		Mar-23 Last Year	Variance		Dec-23 Last Year End	Variance*	
			\$	%		\$	%		\$	%
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	\$5,237	\$3,119	\$2,118	67.9%	\$10,261	(\$5,024)	(49.0%)	\$3,612	\$1,625	45.0%
Short-Term Investments	8,253	10,526	(2,273)	(21.6%)	3,523	4,730	134.3%	10,539	(2,286)	(21.7%)
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	7,899	6,636	1,263	19.0%	6,558	1,341	20.4%	6,199	1,700	27.4%
Inventories	1,355	1,518	(163)	(10.8%)	1,417	(62)	(4.4%)	1,437	(82)	(5.7%)
Other Current Assets	1,718	1,610	108	6.7%	1,833	(115)	(6.3%)	1,489	229	15.4%
<b>Total Current Assets</b>	<b>24,462</b>	<b>23,409</b>	<b>1,053</b>	<b>4.5%</b>	<b>23,592</b>	<b>870</b>	<b>3.7%</b>	<b>23,276</b>	<b>1,186</b>	<b>5.1%</b>
Assets Whose Use is Limited or Donor-Restricted	4,608	4,387	221	5.0%	2,828	1,780	62.9%	3,996	612	15.3%
Net of Amount Required for Current Liabilities										
Property, Plant, and Equipment, Net	30,966	31,279	(313)	(1.0%)	34,309	(3,343)	(9.7%)	31,890	(924)	(2.9%)
Other Assets	198	200	(2)	0.0%	158	40	25.5%	192	6	3.1%
<b>Total Assets</b>	<b>\$60,234</b>	<b>\$59,275</b>	<b>\$959</b>	<b>1.6%</b>	<b>\$60,887</b>	<b>(\$653)</b>	<b>(1.1%)</b>	<b>\$59,354</b>	<b>\$880</b>	<b>1.5%</b>
<b>LIABILITIES AND FUND BALANCES</b>										
Current Liabilities										
Accounts Payable	\$3,530	\$3,883	(\$353)	(9.1%)	\$4,598	(\$1,068)	(23.2%)	\$3,956	(\$426)	(10.8%)
Accrued Expense Payable	3,763	3,445	318	9.3%	3,407	356	10.5%	3,002	761	25.3%
Estimated Third Party Payor Settlements	3,518	3,649	(131)	(3.6%)	4,757	(1,239)	(26.1%)	4,281	(763)	(17.8%)
Other Current Liabilities	4,252	3,064	1,188	38.8%	2,538	1,714	67.5%	2,934	1,318	44.9%
Current Portion of Long-Term Debt	1,589	1,720	(131)	(7.6%)	2,744	(1,155)	(42.1%)	2,352	(763)	(32.4%)
Short Term Lease Obligations	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>Total Current Liabilities</b>	<b>16,652</b>	<b>15,761</b>	<b>891</b>	<b>5.7%</b>	<b>18,044</b>	<b>(1,392)</b>	<b>(7.7%)</b>	<b>16,525</b>	<b>127</b>	<b>0.8%</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	25,145	25,142	3	0.0%	26,075	(930)	(3.6%)	24,771	374	1.5%
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>Total Liabilities</b>	<b>41,797</b>	<b>40,903</b>	<b>894</b>	<b>2.2%</b>	<b>44,119</b>	<b>(2,322)</b>	<b>(5.3%)</b>	<b>41,296</b>	<b>501</b>	<b>1.2%</b>
Fund Balances										
Unrestricted	18,437	18,516	(79)	(0.4%)	\$16,862	\$1,575	9.3%	\$18,202	\$235	1.3%
Temporarily Donor-Restricted	0	(144)	144	100.0%	(94)	94	100.0%	(144)	\$144	(100.0%)
Permanently Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	\$0	0.0%
<b>Total Fund Balances</b>	<b>18,437</b>	<b>18,372</b>	<b>65</b>	<b>0.4%</b>	<b>16,768</b>	<b>1,669</b>	<b>9.9%</b>	<b>18,058</b>	<b>379</b>	<b>2.1%</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$60,234</b>	<b>\$59,275</b>	<b>\$959</b>	<b>1.6%</b>	<b>\$60,887</b>	<b>(\$653)</b>	<b>(1.1%)</b>	<b>\$59,354</b>	<b>\$880</b>	<b>1.5%</b>
<b>Days Cash on Hand</b>	<b>64.6</b>	<b>65</b>	<b>(1)</b>	<b>(1.3%)</b>	<b>67</b>	<b>(2)</b>	<b>(3.6%)</b>	<b>69</b>	<b>(4)</b>	<b>(5.8%)</b>
Restricted for Bond Debt Reserve	6.4	1,330								
Restricted for Capital Facilities Fund	10.0	2,095								
DCOH Adjusted for Restricted Cash	81.0									



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

	<u>Current Month</u>	<u>Fiscal YTD</u>
<b>Cash Flows From Operating Activities</b>		
Net Margin	(\$81)	\$236
Adjustment for Depreciation and Amortization	317	934
Change in Working Capital		
Short-Term Investments	2,273	2,286
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	(1,263)	(1,700)
Inventories	163	82
Other Current Assets	490	369
Accounts Payable	(353)	(426)
Accrued Expense Payable	318	761
Estimated Third-Party Payor Settlements	(131)	(763)
Other Current Liabilities	590	720
Net Cash Provided (Used) by Operating Activities	<u>2,323</u>	<u>2,499</u>
<b>Changes in Noncurrent Assets and Liabilities</b>		
Assets Whose Use is Limited or Donor-Restricted	(221)	(612)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	2	(6)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	<u>(219)</u>	<u>(618)</u>
<b>Capital and Related Financing Activities</b>		
Property, Plant & Equipment	(4)	(10)
Inter-Company	0	0
Current Portion of Long-Term Debt	(131)	(763)
Long-Term Debt	3	374
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	146	143
Net Capital & Related Financing Activities	<u>14</u>	<u>(256)</u>
Net Increase (Decrease) in Cash	<u>2,118</u>	<u>1,625</u>
Cash at Beginning of Period	3,119	3,612
<b>Cash at End of Period</b>	<b><u>\$5,237</u></b>	<b><u>\$5,237</u></b>

**Southwest Memorial Hospital**

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5 days	27 days	27 days	4 days	15 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	101.1%	102.4%	101.1%	101.9%
A/R Days (Net) 3	48 days	42 days	42 days	33 days	36 days
Percent of Medicare < 60 days 4	95%	99%	100%	99%	99%
Percent of Medicaid < 90 days 5	90%	88%	88%	83%	86%
Percent of Commercial Insurance < 90 days 6	90%	75%	75%	72%	74%
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%	93%	97.4%	92.7%	95.4%
A/R Days (Net) 3	48 days	36 days	36 days	32 days	33 days
Percent of Medicare < 60 days 4	95%	86%	93%	86%	90%
Percent of Medicaid < 90 days 5	90%	87%	93%	87%	90%
Percent of Commercial Insurance < 90 days 6	90%	78%	82%	78%	81%
Upfront Cash Collections 9	\$20	\$15	\$15	\$13	\$14
Credit Balance % 7	3%	0%	5%	0%	3%
Denial Rate Past 90 Days 10	3%				

AR Aging (000's)	0 - 30	31 - 60	61 - 90	91 - 120	Over 120
Medicare	\$435	\$68	\$44	\$16	\$21
Aging %	74%	12%	8%	3%	4%
Medicaid	\$172	\$16	\$15	\$4	\$26
Aging %	74%	7%	7%	2%	11%
Managed Medicare	\$188	\$46	\$31	\$22	\$91
Aging %	50%	12%	8%	6%	24%
Commercial Insurance	\$270	\$68	\$62	\$36	\$74
Aging %	53%	13%	12%	7%	14%
Self Pay	\$105	\$85	\$54	\$37	\$503
Aging %	13%	11%	7%	5%	64%
<b>Total</b>	<b>\$1,170</b>	<b>\$283</b>	<b>\$206</b>	<b>\$115</b>	<b>\$715</b>
<b>Aging %</b>	<b>47%</b>	<b>11%</b>	<b>8%</b>	<b>5%</b>	<b>29%</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-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.

Southwest Health System Operational Analysis	Qtr End			Qtr End			Qtr End			Month End	Month End	Month End
	30	31	31	30	31	30	31	31	31	29	31	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
	6/30/2023	7/31/2023	8/31/2023	9/30/2023	10/31/2023	11/30/2023	12/31/2023	1/31/2024	2/29/2024	3/31/2024		
<b>Acid Test Ratio</b>												
Cash and Cash Equivalents	14,244,937	14,182,440	15,013,254	14,974,148	14,875,490	14,069,858	14,151,422	14,147,907	13,645,504	13,489,967		
Accounts Receivable	5,509,664	5,941,230	5,682,364	5,855,165	6,123,592	6,035,369	6,199,239	6,391,549	6,635,944	7,963,525		
Unrestricted Investments	1,180,793	1,190,399	1,190,804	1,186,233	1,184,057	1,180,402	1,303,804	1,310,714	1,311,121	1,381,570		
Current Liabilities	16,620,586	16,473,054	16,812,818	16,675,836	16,388,482	15,444,524	16,525,284	16,075,252	15,761,601	16,717,918		
<b>Acid Test Ratio</b> ↑	<b>1.26</b>	↑ <b>1.29</b>	↑ <b>1.30</b>	↑ <b>1.32</b>	↑ <b>1.35</b>	↑ <b>1.38</b>	↑ <b>1.31</b>	↑ <b>1.36</b>	↑ <b>1.37</b>	↑ <b>1.37</b>		
25th Percentile	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		
50th percentile	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		
<b>Current Ratio</b>												
Total Current Assets	22,911,541	23,027,876	23,636,458	23,698,427	23,709,160	22,914,590	23,276,391	23,465,145	23,409,538	24,526,181		
Unrestricted Investments	1,180,793	1,190,399	1,190,804	1,186,233	1,184,057	1,180,402	1,303,804	1,310,714	1,311,121	1,381,570		
Current Liabilities	16,620,586	16,473,054	16,812,818	16,675,836	16,388,482	15,444,524	16,525,284	16,075,252	15,761,601	16,717,918		
<b>Current Ratio</b> ↓	<b>1.45</b>	↓ <b>1.47</b>	↓ <b>1.48</b>	↓ <b>1.49</b>	↓ <b>1.52</b>	↓ <b>1.56</b>	↓ <b>1.49</b>	↓ <b>1.54</b>	↓ <b>1.57</b>	↓ <b>1.55</b>		
25th Percentile	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		
50th percentile	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		
<b>Days Cash on Hand</b>												
Total Cash and Equivalents	14,244,937	14,182,440	15,013,254	14,974,148	14,875,490	14,069,858	14,151,422	14,147,907	13,645,504	13,489,967		
Operating Expense (Rolling 3 mos)			198,207	196,745	202,691	202,840	212,739	209,965	215,375	205,016		
Operating Expense (Rolling 6 mos)			202,185	201,347	199,598	200,511	204,605	206,328	209,108	208,898		
Operating Expense (Rolling 12 mos)	204,143	205,149	203,874	203,701	203,991	205,216	205,737	205,541	205,627	205,123		
DCOH (Unrestricted Cash)	53	52	57	58	56	52	17	17	14	26		
DCOH (Restricted Investments)	17	17	29	30	29	31	63	65	64	57		
DCOH OLD *	70	69	73.6	74	73	69	69	69	66	66		
DCOH CHC **	70	70	74.3	74	75	70	69	69	65	65		
DCOH NEW ***			86.1	88	86	83	80	82	81	81		
<b>Debt Service Coverage Ratio (Rolling 12 months)</b>												
Debt Available for Debt Service	4,037,100	4,252,991	4,794,068	4,608,999	5,446,133	5,035,059	6,038,633	6,393,924	6,178,786	6,751,703		
Investment Value Change	24,123	14,970	-44,959	-109,336	-74,657	42,728	52,969	10,587	-79,856	21,839		
MADS	3,629,172	3,629,172	2,626,048	2,626,048	2,626,048	2,626,048	2,626,048	2,626,048	2,626,048	2,626,048		
<b>Debt Service Coverage Ratio</b>	<b>1.11</b>	<b>1.17</b>	<b>2.44</b>	<b>2.35</b>	<b>2.77</b>	<b>1.92</b>	<b>2.30</b>	<b>2.43</b>	<b>2.35</b>	<b>2.57</b>		
<b>Debt to Capitalization</b>												
Long Term Debt	25,503,776	25,313,798	25,345,168	25,289,882	25,288,015	25,232,176	24,770,872	25,134,703	25,141,591	25,145,137		
Restricted Funded Per Agreement	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952		
Long Term Debt Adjusted	23,706,825	23,807,970	23,839,340	23,784,054	23,782,187	23,435,224	22,973,921	23,337,751	23,344,639	23,348,185		
URNA	18,498,192	17,897,896	18,208,588	17,896,120	17,923,960	17,921,214	17,516,899	18,359,976	18,269,663	18,034,392		
<b>Debt to Capitalization Ratio</b>	<b>56.17%</b>	<b>57.09%</b>	<b>56.70%</b>	<b>57.06%</b>	<b>57.02%</b>	<b>56.67%</b>	<b>56.74%</b>	<b>55.97%</b>	<b>56.10%</b>	<b>56.42%</b>		

\*DCOH OLD utilizes a rolling 12 month daily cash operating expense and does not include restricted investment but does include self restricted  
\*\*DCOH CHC utilizes a rolling 6 month daily cash operating expense and does not include restricted investments/but we add restricted accts  
\*\*\*DCOH NEW utilizes a 3 month daily cash operating expense and includes both self restricted and restricted investments.

13 Week CASH PROJECTION	2024 February Total	2024 March Total	2024 April Total	2024 May Total	2024 June Total
Beginning Cash balance	3,417,042	2,889,240	4,912,226	4,089,632	3,359,588
<b>Cash Receipts:</b>					
Accounts Receivable	4,931,875	6,857,702	5,025,330	5,857,000	5,056,000
Medicare	-	-	-	-	-
Medicaid	-	-	-	-	-
Insurance	-	-	-	-	-
Self pay	-	-	-	-	-
<b>Total Accounts Receivable</b>	<b>4,931,875</b>	<b>6,857,702</b>	<b>5,025,330</b>	<b>5,857,000</b>	<b>5,056,000</b>
	-	-	-	-	-
<b>Other Cash Receipts:</b>					
Interest Income	-	-	-	-	-
Cost Report Settlements	-	-	-	-	-
Provider Fee	948,608	1,101,951	948,608	948,608	948,608
Other Receipts	-	-	-	-	-
<b>Total Provider &amp; Other Receipts</b>	<b>948,608</b>	<b>1,101,951</b>	<b>948,608</b>	<b>948,608</b>	<b>948,608</b>
<b>Total Cash Receipts</b>	<b>5,880,483</b>	<b>7,959,653</b>	<b>5,973,938</b>	<b>6,805,608</b>	<b>6,004,608</b>
<b>Cash Disbursements:</b>					
Accounts Payable	2,887,146	2,724,145	2,891,015	2,871,196	2,770,000
Payroll & Taxes	2,558,373	2,240,094	2,658,472	3,570,000	2,390,000
401K	164,091	160,453	167,177	180,000	270,000
Cerner Project Reserve	-	-	-	-	-
Lease Payments Equip Bldgs	245,027	234,339	260,561	258,656	258,656
CHC	78,976	97,192	140,000	140,000	140,000
Other - CC Fees	20,827	20,447	11,929	20,000	14,000
Other Payables-Provider Fee	245,663	246,252	247,800	247,800	247,800
Health Ins	206,648	102,589	419,578	248,000	248,000
<b>Total Cash Disbursements</b>	<b>6,406,752</b>	<b>5,825,510</b>	<b>6,796,532</b>	<b>7,535,652</b>	<b>6,338,456</b>
Ending Cash Balance Projected	2,889,240	4,912,226	4,089,632	3,359,588	3,025,740
<b>DCOH (Unrestricted Cash)</b>	<b>13.4</b>	<b>24.0</b>	<b>19.9</b>	<b>16.3</b>	<b>14.7</b>
Investments	10,526,103	8,252,742	8,252,742	8,252,742	8,252,742
<b>DCOH (Self-Restricted)</b>	<b>48.9</b>	<b>40</b>	<b>40.1</b>	<b>40.1</b>	<b>40.1</b>
Reserve Fund - 11203	1,324,952	1,330,473	1,324,952	1,324,952	1,324,952
Capital Reserve - 11201	1,950,547	2,095,337	2,095,337	2,095,337	2,095,337
Cerner Project - 11020	225,000	325,000	450,000	550,000	650,000
<b>DCOH (Restricted)</b>	<b>16.25</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>20</b>
Cash Drawers	0.024	0.025	0.025	0.025	0.025
<b>TOTAL DCOH including Reserve Fund NEW</b>	<b>79</b>	<b>83</b>	<b>79</b>	<b>76</b>	<b>75</b>
<b>TOTAL DCOH New w/o Capital Reserve</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>
<b>DCOH (Unrestricted and Self-restricted) OL</b>	<b>65.2</b>	<b>64.2</b>	<b>60.1</b>	<b>56.6</b>	<b>55.0</b>

**Southwest Health System, Inc**  
**Schedule of Debt Payments**  
**3/31/2024**

	District		Total Debt Payment	Restricted for Capital Imprvmt	Disbursements	Interest Earned Capital Imprvmt
	Sales Tax MCHD	Hosp Portion SWHS				
2022						
Jan-22	167,985.86	134,726.31	302,712.17			
Feb-22	280,228.83	22,223.62	302,452.45			
Mar-22	139,780.84	162,935.04	302,715.58			
Apr-22	139,048.74	163,545.48	302,624.22			
May-22	173,697.25	129,012.06	302,709.11			
Jun-22	171,334.44	130,791.41	302,125.85			
Jul-22	185,064.66	117,619.79	302,684.45			
Aug-22	205,825.45	96,803.89	302,629.34			
Sep-22	195,991.81	106,516.59	302,508.40			
Oct-22	202,652.82	99,993.51	302,646.33			
Nov-22	203,107.00	95,781.49	298,888.49			
Dec-22	190,835.07	111,643.33	302,479.40			
	<b>2,255,552.77</b>	<b>1,371,592.52</b>	<b>3,627,175.79</b>			
	62.2%	37.8%	100%			
2023						
Jan-23	161,584.44	120,159.11	281,743.55			
Feb-23	184,839.65	117,470.50	302,310.15			
Mar-23	137,543.23	165,097.63	302,640.86			
Apr-23	137,628.31	164,960.23	302,588.54			
May-23	159,286.51	143,231.35	302,517.86			
Jun-23	164,346.28	97,069.92	261,416.20			
Jul-23	192,819.87	109,615.48	302,435.35			
Aug-23	212,821.08	165,000.00	163,672.92	214,148.16		
Transfer from Bond Reserve *New Agreement				501,560.84		
Sep-23	199,996.83	165,000.00	163,672.92	201,323.91		1,097.55
Oct-23	191,742.64	165,000.00	163,672.92	193,069.72		3,237.51
Nov-23	208,249.00	165,000.00	163,672.92	209,576.08		4,249.14
Dec-23	196,447.24	165,000.00	163,672.92	197,774.32		4,905.81
Dec-23 Int from Bond Debt Res						40,661.13
YTD	<b>2,147,305.08</b>	<b>1,742,604.22</b>	<b>2,874,017.11</b>	<b>1,517,453.03</b>	-	<b>54,151.14</b>
2024						
Jan-24	178,384.07	165,000.00	163,672.92	179,711.15		6273.64
Feb-24	184,406.61	165,000.00	163,672.92	185,733.69		7224.13
Mar-24	141,586.09	165,000.00	163,672.92	142,913.17	(5,527.03)	7404.17
YTD	<b>504,376.77</b>	<b>495,000.00</b>	<b>491,018.76</b>	<b>2,025,811.04</b>	<b>(5,527.03)</b>	<b>75,053.08</b>
				Available for Capital Improvement		2,100,864.12
<b>Estim for 2024</b>	<b>\$ 2,100,000.00</b>	<b>\$ 1,980,000.00</b>		<b>\$ 2,115,924.96</b>		

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	03/19/24			\$1,177,073.42
<b>DEPOSITS:</b>				
3/28/2024	Southwest Health Systems	4,630.00		
4/9/2024	Montezuma County Treasurer	25,808.85		
4/19/2024	Interest Payment	<u>2,619.75</u>		
				33,058.60
<b>DISBURSEMENTS:</b>				
4/19/2024	2980 Heidi A Trainor, CPA PC Vectra Bank Fee	1,650.00 <u>3.00</u>		1,653.00
CASH BALANCE AT	04/19/24			<u><u>1,208,479.02</u></u>

<b>CASH - ENTERPRISE FUND ACCT</b>	<b>10115</b>
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CASH BALANCE AT	12/29/23			1,941.94
<b>DEPOSITS:</b>				
1/31/2024	Interest payment	0.02		
2/29/2024	Interest payment	0.02		
3/29/2024	Interest payment	<u>0.02</u>		
				0.06
<b>DISBURSEMENTS:</b>				
3/29/2024	Quarterly Statement Fee	<u>3.00</u>		3.00
CASH BALANCE AT	03/29/23			<u><u>1,939.00</u></u>

<b>CASH - HOSPITAL EXPANSION ACCT</b>	<b>10105</b>
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CASH BALANCE AT	03/19/24			304,383.52
<b>DEPOSITS:</b>				
4/8/2024	CO Dept of Revenue Sales Tax	120,866.09		
4/10/2024	State of CO Vendor Pay	1,151.76		
4/10/2024	State of CO Vendor Pay	<u>14,124.03</u>		
				136,141.88
<b>DISBURSEMENTS:</b>				
4/19/2024	1089 Southwest Health Systems, Inc. Vectra Bank Fee	143,071.51 <u>3.00</u>		143,074.51
CASH BALANCE AT	04/19/24			<u><u>297,450.89</u></u>

<b>INVESTMENT - LPL FINANCIAL</b>	<b>10555</b>
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CASH & CDS BALANCE AT	12/31/23			785,365.51
12/31/2023	Change in Asset Value from Prior Month	<u>7,895.52</u>		7,895.52

TOTAL LPL FINANCIAL ACCOUNT BALANCE AT	03/31/24			<u><u>793,261.03</u></u>
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CASH & INVESTMENTS BALANCE		<u><u>2,301,129.94</u></u>
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\*\*\*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.

<b>RESTRICTED CASH</b>		
HOSPITAL EXPANSION SALES TAX		<u>(297,450.89)</u>
<b>NET UNRESTRICTED CASH</b>		<u><u>2,003,679.05</u></u>

**MONTEZUMA COUNTY HOSPITAL DISTRICT**  
**Cash Receipts Journal**  
 For the Period From Mar 28, 2024 to Apr 30, 2024

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

<b>Date</b>	<b>Account ID</b>	<b>Transaction Ref</b>	<b>Line Description</b>	<b>Debit Amnt</b>	<b>Credit Amnt</b>
3/28/24	41000 10000	RENT	Rental Income SOUTHWEST HEALTH SYSTEMS	4,630.00	4,630.00
3/29/24	42200 10115	INT	NOW Account Interest VECTRA BANK	0.02	0.02
4/8/24	40500 10105	CO Sales Tax	Hospital Expansion Tax St. of Colorado	120,866.09	120,866.09
4/9/24	42220 40000 42220 40000 41100 62000 10000	Prop Tax	Interest Income - Other County Tax Revenue Interest Income - Other County Tax Revenue SPECIFIC OWNERSHIP TAX Treasurer's Fees MONTEZUMA COUNTY TREASURER	421.59 25,808.85	2.86 21,073.23 2.96 4.13 5,147.26
4/10/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	1,151.76	1,151.76
4/10/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	14,124.03	14,124.03
4/19/24	42200 10000	INT	NOW Account Interest VECTRA BANK	2,619.75	2,619.75
				169,622.09	169,622.09

MONTEZUMA COUNTY HOSPITAL DISTRICT  
**Cash Disbursements Journal**

For the Period From Mar 28, 2024 to Apr 30, 2024

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

<b>Date</b>	<b>Check #</b>	<b>Account ID</b>	<b>Line Description</b>	<b>Debit Amount</b>	<b>Credit Amount</b>
3/29/24	Bank Fee	61400 10115	Other Fees VECTRA BANK	3.00	3.00
4/15/24	1089	68500G09	Capital Outlay-Txf Sales Tax	120,866.09	
		68500G09	Capital Outlay-Txf Sales Tax	20,284.52	
		68500G09	Capital Outlay-Txf Sales Tax	1,920.90	
		10105	SOUTHWEST HEALTH SYSTEMS, INC		143,071.51
4/15/24	2980	61300 10000	CPA Fees HEIDI A. TRAINOR, CPA, PC	1,650.00	1,650.00
4/19/24	Bank Fee	61400 10105	Other Fees VECTRA BANK	3.00	3.00
4/19/24	Bank Fee	61400 10000	Other Fees VECTRA BANK	3.00	3.00
	<b>Total</b>			<u>144,730.51</u>	<u>144,730.51</u>