

**MONTEZUMA COUNTY HOSPITAL DISTRICT  
BOARD MEETING  
EMS Training Room, Southwest Health System  
WEDNESDAY, January 8, 2025  
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

- December 11, 2024 Regular Meeting Minutes
- Payment of Bills

**REPORTS and ACTION ITEMS**

**SHS Report** (Enclosure 2)

- SHS Board Report - 5 minutes
- Operations Report - 10 minutes
- SHS Financials – 2025 Budget - 15 minutes

**Financial Report, Rob Dobry, Scty/Treas** (Enclosure 3) - 20 minutes

- December Financials (handout at meeting)

**Capital Infrastructure Committee Report** - 35 minutes

- Microgrid DOLA Grant Status

**Foundation Update** - 5 minutes

**Optional Board Member Presentation/Report** - 5 minutes

**Attorney Report** - 10 minutes

**Executive Session, (if needed).**

**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  
December 11, 2024**

**Present:**

**Also Present:**

Brandon Johnson, Chairperson	Rob Owens, SHS Plant Operations Dir	<b>Recorded by:</b>
Bill Thompson, Vice-Chairperson	Joe Theine, CEO	Bridgett Jabour, Secretary
Robert Dobry, Secretary/Treasurer	Jan Gardner, Owner of Beehive Memory Care	
Bob Ower, Director	Shirley Jones, SHS Chair	<b>Excused/Absent:</b>
Sean Flaherty, Director	Scott Anderson, Community Member/Paramedic	Orly Lucero, Director
	<b>Counsel:</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>Letter of Resignation</b>	Mr. Johnson read the letter of resignation received from Gala Pock on November 20 <sup>th</sup> , resigning from the MCHD Board immediately.		
<b>Public Comment</b>	<p>Jan Gardner of Beehive Memory Care built on one of the PUD lots states that due to new state recommendations of food reserves, is looking to place a storage building in the parking lot. Due to the PUD requirements, Ms. Gardner needs MCHD approval in order to add to the parking lot as proposed.</p> <p>Mr. Scott Anderson introduced himself to the Board. Mr. Anderson also emailed a letter of interest in joining the MCHD Board. Mr. Anderson has lived in the community for 20+ years in Fire &amp; EMS.</p>	<p>Mr. Lovett will review and will return at the next meeting with a recommendation.</p> <p>Mr. Johnson thanked Mr. Anderson for his letter and interest. Mr. Lovett discussed the open seat and explained the process.</p>	Mr. Lovett

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<b>Consent Agenda</b>	November 13, 2024 Regular Meeting Minutes Payment of Bills	It was moved and seconded to approve the consent agenda with correction to minutes as described. Motion: Robert Dobry Second: Sean Flaherty Motion carried.	
<b><u>REPORTS and ACTION ITEMS</u></b>			
<b>SHS Board Report</b>	SHS Chairperson Shirley Jones advised that the three new board members will be doing their board orientation on December 10 <sup>th</sup> and the MCHD Board members are invited to join them for the tour of the facility at 10am.		
<b>SHS Operating Report – CEO Joe Theine</b>	Mr. Theine provided an updated report to the Board including advising that the SWMH Foundation was reapproved as an EZ Project.		
<b>Financial Report – Robert Dobry</b>	Secretary/Treasurer Robert Dobry advised he is awaiting the monthly financial reports from the new Accounting firm Walston, but are not completed yet.  Mr. Dobry reviewed the sales tax revenue received this month: \$200,936.96. Year-to-date total is \$2,206,348.01, which is a 2.3% increase over 2023.	It was moved and seconded to approve paying the invoice to Heidi Trainor for \$3,100.00 as presented. MOTION: Robert Dobry SECOND: Sean Flaherty Motion carried.	Mr. Dobry
<b>2025 Budget Final Draft</b>	The 2025 Budget was presented to the Board.	It was moved and seconded to approve the 2025 Budget Resolution(s) firstly 1) the 2025 Budget Resolution to adopt as presented. MOTION: Bob Ower SECOND: Robert Dobry Motion carried. 2) the 2025 Budget Resolution to	

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<b>Walk-In Clinic Lease</b>	<p>Mr. Dobry also presented a bill for Mazzetti Engineering that totals \$4,050 as presented.</p> <p>Mr. Johnson was contacted by CFO Adam Conley regarding the Walk-In Clinic Lease. SHS accrued rents due for the fiscal year of 2023 before the current lease was signed, anticipating rents due prior, which were not required. The auditors for SHS are requiring MCHD to affirm through minutes that SHS does not owe MCHD for rents from 2023 so they can be taken off the books.</p>	<p>appropriate funds for 2025 as presented.  MOTION: Robert Dobry  SECOND: Bob Ower  Motion carried.</p> <p>3) 2025 Budget Resolution to set the mill levy for 2025 budget year as presented.  MOTION: Robert Dobry  SECOND: Bob Ower  Motion carried.</p> <p>It was moved and seconded to approve the bill for Mazzetti Engineering of \$4,050 as presented.  MOTION: Robert Dobry  SECOND: Bob Ower  Motion carried.</p> <p>It was moved and seconded to confirm that SHS owes no balance on the rents for the Walk-In Clinic lease. SHS is current on all lease payments when lease was executed in early 2024.  MOTION: Sean Flaherty  SECOND: Robert Dobry  Motion carried.</p>	
<b>Capital Infrastructure Committee Report</b>	<p>Ms. Jabour submitted the grant on December 4<sup>th</sup> for the Microgrid project, 50% match of \$3.2 million. Grant awardees will be notified in Spring of 2025.</p> <p>Mr. Flaherty advised the status of the Inpatient Pharmacy leak. Nunn Construction's proposed resolution to the issue is not acceptable. The elevation needs to be changed in order to truly fix the problem causing the leak.</p>	<p>It was moved and seconded to direct Mr. Lovett to draft communication to Nunn Construction to reject their proposal of a roof scuffer and return to</p>	Mr. Lovett

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
	<p>Mr. Flaherty advised that the Reverse Osmosis system is being installed on December 19<sup>th</sup>. The south campus HVAC system work proposals were approved by the Capital Infrastructure committee. Four RTU compressors have been ordered. Two have been delivered. On a day with good weather, the compressors will be lifted on the roof with a crane.</p> <p>The board discussed with SHS CEO Joe Thiene the need for an improved facility plan with a better idea of the current infrastructure status of systems prior to the annual MCHD meeting in May of 2025. SHS is required to provide a one year, five year and ten-year facility plan. Mr. Theine intends to work with Mazzetti Engineering to prepare an updated facility report. The last major report was prepared in 2018.</p>	<p>the original fix which included a correction to the elevation and have Mr. Johnson sign on behalf of the board.  MOTION: Robert Dobry  SECOND: Sean Flaherty  Motion carried.</p>	
<b>Foundation Report</b>	<p>Mr. Ower attended the SWMH Foundation meeting as an MCHD representative. With the resignation of Ms. Pock, the representative from MCHD needs to be appointed.</p>	<p>It was moved and seconded to appoint Bob Ower as MCHD representative to SWMH Foundation board.  MOTION: Robert Dobry  SECOND: Sean Flaherty  Motion carried.</p>	
<b>Attorney Report</b>	<p>Mr. Lovett reviewed the current roster and terms of office. There will be 5 board vacancies in May. Mr. Lovett reviewed the self-nominating process and what will require an election. Mr. Thompson advised he will not be continuing past May on the district board.</p> <p>Mr. Lovett advised that an election official would need to be appointed.</p>	<p>It was moved and seconded to appoint Keenen Lovett as the District election official for 2025 election process.  MOTION: Robert Dobry  SECOND: Sean Flaherty  Motion carried.</p>	
<b>Optional Board Member Report/Discussion</b>	<p>Mr. Johnson advised that this will remain on the agenda so that board members may have the opportunity to report or discuss an item of concern.</p>		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<b>Executive Session</b>	<p>The board entered executive session at 7:07pm. No decisions were made. Upon exiting continued discussion of the request to place a conex container for storage on the beehive property in the hospital PUD. A motion was made to allow shipping containers in the PUD for a 24-month period, require to be approved/permitted by the city, and require a single neutral color. This rule for the PUD will apply for all properties in the PUD. Motion by Dobry seconded by Flaherty.</p> <p>Unanimous approval. A motion to purchase 28 acres adjacent to the hospital property, TBD E Empire Street and authorize board chair and treasurer to sign. Motion Flaherty. Second Ower. Unanimous approval</p> <p>Motion to adjourn. Dobry Flaherty. Unanimous.</p> <p>Adjourn 7:58pm</p>	<p>It was moved and seconded to adjourn to executive session at 7:28pm citing both §24-6-402(4)(a) C.R.S, “conferences with an attorney for the district for the purpose of receiving legal advice on liability concerns.</p> <p>MOTION: Robert Dobry</p> <p>SECOND: Sean Flaherty</p> <p>Motion carried.</p>	
<b>Adjournment</b>	Next meeting to take place January 8, 2025.	<p>It was moved by Dobry to adjourn at 7:58 pm and seconded by Flaherty. The decision was unanimous..</p> <p>Motion carried.</p>	

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Bridgett Jabour, MCHD Secretary

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Robert Dobry, Secretary/Treasurer

**Walston Bookkeeping, LLC**  
204 E Fort Union Blvd  
Ste 202  
Midvale, Utah 84047  
Phone: (801) 263-0400  
Fax: (435) 292-4048



Bill to:  
**Montezuma County Hospital District**

**INVOICE #3415**

Invoice date:	Dec 13, 2024
Terms:	Due on Receipt
Due date:	Dec 13, 2024
<b>BALANCE DUE:</b>	<b>\$937.50</b>

Service	Description	Total
Monthly Accounting Services	Reviewed Budget and various communications with Robert.	\$450.00
Bookkeeping	Meetings with clients, setup outside program to print checks, write checks for November and December.	\$487.50
Subtotal		\$937.50
Invoice Total		\$937.50
BALANCE DUE		\$937.50

**Late Fee Notice:**

Invoices are subject to a late fee of up to 4% when they are past due.



# CEO Report

## December 2024



Area	Update
Physician   Provider Recruiting	<div> <div>Total Candidates</div> <div>106</div> </div>
	<div> <div>Active</div> <div>5</div> </div>
	<div> <div>Interviews Scheduled</div> <div>28</div> </div>
	<div> <div>Interviews Completed</div> <div>28</div> </div>
	<div> <div>Offer Made</div> <div>18</div> </div>
	<div> <div>Offer Accepted</div> <div>17</div> </div>
	<div> <div>Offer Not Accepted</div> <div></div> </div>
	Updated 12/16/2024
Operations Updates	<ul style="list-style-type: none"> <li>Final Draft Budget Presented to Finance Committee and Recommended for Approval</li> <li>Gallup Q12 Small Book Club reading “12: The Elements of Great Managing”</li> <li>RN vacancies remain lower, 5 current openings. Highest was 24. R12 Retention End of November Greater Than 90%</li> <li>2025-27 Management Strategic Plan completed.</li> <li>Board Orientation Completed</li> <li>Kari Barnard, MD started family medicine   OB practice.</li> <li>Travis Parker, CHRO Retired from Healthcare; Heaven Spohn Interim HR Manager</li> </ul>
CEO Community Engagement	<ul style="list-style-type: none"> <li>SWORD Funding Meeting</li> <li>Josh Neff, Mercy Hospital CEO Dinner</li> <li>CIP Meeting, Montezuma County   City of Cortez</li> <li>Anette Mullikan Physical Therapy</li> <li>Fort Lewis College Springboard Fellows Public Speaking Event</li> <li>Friends of the Hospital</li> <li>Mercy Hospital Executive Team &amp; CommonSpirit Oncology Service Line Executives</li> <li>Fort Lewis College &amp; La Plata Economic Alliance Four Corners AI Conference</li> <li>Parade of Lights Ambulance Ride Along   City of Cortez</li> <li>Steve Elias, Fort Lewis College Dean of the Katz School of Business</li> </ul>

# CEO Report

## December 2024



Area	Update
Other Meetings	<ul style="list-style-type: none"> <li>• HealthOne Specialty Outreach Meeting</li> <li>• Southwest Colorado Education Collaborative Board Meeting</li> <li>• Colorado Center for Nursing Excellence &amp; Axis Health Leadership Development Planning</li> <li>• Suffolk University Masters in Healthcare Administration Panel Participant on Rural Healthcare</li> <li>• Allyson Gottsman, University of Colorado Anschutz</li> <li>• Community Care Association   Nurse Chronic Care Management Program Discussion</li> <li>• Rocky Mountain Health Plans   United Healthcare</li> <li>• RediHealth CEO Meeting</li> <li>• Eric Meyer, MD, Four Corners Eye Clinic</li> <li>• Jack Michel, MD CEO Larkin Health (Recently started operating Mind Springs / West Springs)</li> <li>• Lily Griego, Regional Director Health &amp; Human Services</li> <li>• University of Iowa Masters in Healthcare Administration Panel Participant on Community Engagement</li> <li>• CommonSpirit Mountain West Regional Executive Meeting, Panel Participant on Rural Hospitals</li> <li>• Cecile Fraley, MD Pediatric Partners of the Southwest</li> <li>•</li> </ul>
Staff Meetings & Internal Activities	<ul style="list-style-type: none"> <li>• General Medicine Staff Meeting</li> <li>• CEO Roundtable 4Q2024</li> <li>• Thanksgiving Meal Served</li> <li>• Marc Meyer Retirement Celebration</li> <li>• Diagnostic Imaging Scheduling Weekly Huddle</li> <li>• Kari and Justin Barnard Dinner</li> <li>• Employee Holiday Ham Distribution/Giveaway</li> <li>• Christmas Meal Served</li> </ul>
Other Notable Items	<ul style="list-style-type: none"> <li>• None</li> </ul>

## Memo



**To:** SHS Board of Directors and MCHD Board of Directors

**From:** Adam Conley, CPA|CFO

**Subject:** October Financial Statements

**Date:** October 31, 2024

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The October Financial Statements were reviewed by the SHS Finance Committee on November 21, 2024. Included in the Board Book are the financial statements. The purpose of this Memo is to highlight the major items that occurred in the month of October to keep the Board appropriately informed.

### Stats

- October volumes were above the averages we have seen during fiscal 2024.
- (1) Adjusted Patient Days, overall metric of hospital volume, is favorable as compared both and budget.
- Volume and Utilization page 1.
  - o (2) Admissions
    - Related to acute admissions.
  - o (3) Patient Days
    - Related to acute patient days.
    - Swing bed patient days exceed both budget and prior year
  - o (4) Births
    - 17 Births in October
      - Now exceeding prior year and budget.
  - o (5) Case mix index
    - Measure of the sickness of patients
    - Slightly behind budget but exceeding prior year
- Volume and utilization page 2.
  - o (6) Surgeries
    - Set a 6 month high in total and outpatient surgeries for the third month in a row
  - o (7) ER Visits
    - Unfavorable as compared to budget and flat with prior year
    - Moving out of the busiest season and expect lower volumes through the end of the year
  - o (8) Clinic Visits
    - Need to combine RHC and specialty based on prior year classifications.
    - Under budget by 2.8k visits. Under prior year by 1.9k visits
      - Have been making up ground each of the last 3 months.

### Operating Performance

- Earnings Before Interest Depreciation and Amortization (EBIDA)
  - o (9) Bottom line EBIDA is \$7.4M vs a budget of \$5.3M and prior year of \$5.1M
- Revenue
  - o (10) Gross revenue flat with budget but favorable as compared to prior year
    - Indicative of the increase in case mix index, favorable variance in adjusted patient days (as compared to prior year) and longer length of stay currently being incurred
- Deductions from Revenue
  - o (11) Deductions from revenue are favorable as compared budget and unfavorable as compared to prior year
    - No longer receiving CHASE reconciliation funds.

- Net Patient Service Revenue
  - (12) This is the amount we expect to collect in cash in the bank from fully adjudicated claims
  - 46% in October and 46% YTD
- Expenses
  - (13) Overall operating expenses are favorable as compared to budget and flat with prior year
    - Contract labor is beginning to show the decrease we have discussed and plan to see fall off the last few months and into 2025.
- Income Statement (EBIDA Adj)
  - (14) Our \$7.4M in EBITDA has to be adjusted for known expenses resulting in \$1.6M EBIDA
    - See adjustments in yellow in packet
- Balance Sheet
  - Current ration (current assets/current liabilities) = 1.76
    - Increase from prior two months is mostly related to a decrease in accounts payable and current portion long term debt
  - Days cash on hand
    - Bank requires 60
    - (15) Currently at 74 with no add backs.
      - Decrease from prior months is related to
        - Three payrolls in October (typically 2)
        - Paying down AP
    - (16) 95 days total reportable Days Cash On Hand
      - Bank allows for an additional 21 days added back for bond and capital infrastructure reserve.



# Patient Volumes and Utilization Statistics

## Southwest Health System Consolidated

Through the Period Ending Oct-24

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Budget	# Var	% Var	Prior Year	% Var
<b>Admissions, Total</b>	719	890	(171)	(19.2%)	807	(10.9%)	54	73	93	69	73	78	89	(11)	(12.4%)	72	8.3%
Acute	654	819	(165)	(20.1%)	748	(12.6%)	48	65	86	64	66	70	82	(12)	(14.6%)	66	6.1%
SNF	65	71	(6)	(8.5%)	59	10.2%	6	8	7	5	7	8	7	1	14.3%	6	33.3%
<b>Discharges, Total</b>	742	0	742	0.0%	806	(7.9%)	54	70	89	74	79	76	0	76	0.0%	76	0.0%
Acute	676	0	676	0.0%	747	(9.5%)	48	64	84	66	72	69	0	69	0.0%	67	3.0%
SNF	66	0	66	0.0%	59	11.9%	6	6	5	8	7	7	0	7	0.0%	9	(22.2%)
<b>Patient Days, Total</b>	3,345	3,555	(210)	(5.9%)	3,282	1.9%	230	337	399	325	319	309	347	(38)	(11.0%)	315	(1.9%)
Acute	2,487	2,868	(381)	(13.3%)	2,687	(7.4%)	142	266	301	232	249	234	267	(33)	(12.4%)	246	(4.9%)
SNF	858	687	171	24.9%	595	44.2%	88	71	98	93	70	75	80	(5)	(6.3%)	69	8.7%
<b>ALOS, Total Discharges</b>	4.51	0.00	(4.51)	0.0%	4.07	(10.7%)	4.26	4.81	4.48	4.39	4.04	4.07	0.00	(4.07)	0.0%	4.14	1.9%
Acute	3.68	0.00	(3.68)	0.0%	3.60	(2.3%)	2.96	4.16	3.58	3.52	3.46	3.39	0.00	(3.39)	0.0%	3.67	7.6%
SNF	13.00	0.00	(13.00)	0.0%	10.08	(28.9%)	14.67	11.83	19.60	11.63	10.00	10.71	0.00	(10.71)	0.0%	7.67	(39.8%)
Adj Admissions	5,155	5,995	(840)	(14.0%)	5,509	(6.4%)	559	512	634	529	538	701	628	73	11.6%	535	31.1%
Adj Discharges	5,320	0	5,320	0.0%	5,503	(3.3%)	559	491	606	568	583	683	0	683	0.0%	565	21.0%
Adj Patient Days	23,981	23,945	36	0.1%	22,406	7.0%	2,382	2,366	2,719	2,493	2,353	2,778	2,449	329	13.4%	2,341	18.7%
<b>Births</b>	122	116	6	5.2%	105	16.2%	13	11	18	13	17	17	11	6	54.5%	6	183.3%
<b>Observation Days</b>	391	468	(77)	(16.5%)	405	(3.5%)	52	36	31	36	46	48	41	7	17.1%	24	100.0%
<b>Case Mix Index, Total</b>	1.2351	1.2576	(0.0226)	(1.8%)	1.2247	0.8%	1.2180	1.2909	1.2783	1.2502	1.0842	1.1700	1.2576	(0.0876)	(7.0%)	1.3072	(10.5%)
<b>Case Mix Index, Medicare</b>	1.3230	1.2017	0.1213	10.1%	1.2233	8.1%	1.1395	1.4920	1.2509	1.3774	1.2321	1.2883	1.2017	0.0866	7.2%	1.2260	5.1%



# Patient Volumes and Utilization Statistics

## Southwest Health System Consolidated

Through the Period Ending Oct-24

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Budget	# Var	% Var	Prior Year	% Var
<b>Total O/P Registrations</b>	51,340	0	51,340	0.0%	50,425	1.8%	5,252	4,762	5,080	5,207	5,170	5,469	0	5,469	0.0%	5,096	7.3%
<b>Surgeries, Total</b>	<b>684</b>	<b>807</b>	<b>(123)</b>	<b>(15.2%)</b>	<b>811</b>	<b>(15.7%)</b>	<b>62</b>	<b>65</b>	<b>65</b>	<b>77</b>	<b>85</b>	<b>89</b>	<b>79</b>	<b>10</b>	<b>12.7%</b>	<b>83</b>	<b>7.2%</b>
Inpatient	164	211	(47)	(22.3%)	211	(22.3%)	13	15	21	19	19	16	18	(2)	(11.1%)	17	(5.9%)
Outpatient	520	596	(76)	(12.8%)	600	(13.3%)	49	50	44	58	66	73	61	12	19.7%	66	10.6%
<b>Total GI Procedures</b>	841	884	(43)	(4.9%)	896	(6.1%)	49	76	105	86	84	100	90	10	11.1%	86	16.3%
<b>Emergency Visits</b>	11,400	11,846	(446)	(3.8%)	11,489	(0.8%)	1,213	1,160	1,182	1,217	1,181	1,089	1,209	(120)	(9.9%)	1,161	(6.2%)
<b>ER Conversion Rate</b>	6.5%	6.0%	--	0.6%	7.0%	(0.5%)	4.5%	6.3%	7.9%	5.7%	6.2%	7.2%	6.0%	--	1.2%	6.2%	1.0%
<b>ER Transfers Out</b>	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
<b>Rural Health Clinic Visits</b>	35,602	37,981	(2,379)	(6.3%)	34,851	2.2%	3,733	2,906	3,566	3,891	3,262	3,806	3,664	142	3.9%	3,572	6.6%
<b>Provider Based or Specialty Clinic Visits</b>	8,121	8,517	(396)	(4.6%)	10,781	(24.7%)	635	812	963	813	862	969	821	148	18.0%	1,021	(5.1%)
<b>Lab Tests</b>	124,826	0	124,826	0.0%	121,109	3.1%	11,585	11,500	13,437	12,843	12,682	13,585	0	13,585	0.0%	11,611	17.0%
<b>Total Therapy Treatments</b>	<b>29,688</b>	<b>0</b>	<b>29,688</b>	<b>0.0%</b>	<b>27,609</b>	<b>7.5%</b>	<b>2,892</b>	<b>2,365</b>	<b>2,943</b>	<b>2,863</b>	<b>2,917</b>	<b>3,548</b>	<b>0</b>	<b>3,548</b>	<b>0.0%</b>	<b>3,225</b>	<b>10.0%</b>
Occupational Therapy Treatments	597	0	597	0.0%	1,898	(68.5%)	0	0	0	0	0	0	0	0	0.0%	153	(100.0%)
Physical Therapy Treatments	24,163	0	24,163	0.0%	21,371	13.1%	2,344	1,965	2,623	2,563	2,485	2,856	0	2,856	0.0%	2,540	12.4%
Speech Therapy Treatments	4,928	0	4,928	0.0%	4,340	13.5%	548	400	320	300	432	692	0	692	0.0%	532	30.1%
<b>Wound Care Procedures</b>	1,105	1,187	(82)	(6.9%)	1,123	(1.6%)	143	128	116	75	98	80	152	(72)	(47.4%)	155	(48.4%)
<b>Pain Management Cases</b>	179	207	(28)	(13.5%)	199	(10.1%)	17	15	17	20	9	16	14	2	14.3%	15	6.7%
<b>Sleep Studies</b>	453	440	13	3.0%	443	2.3%	54	44	47	43	24	28	54	(26)	(48.1%)	41	(31.7%)
<b>Total Imaging Procedures</b>	<b>22,935</b>	<b>22,623</b>	<b>312</b>	<b>1.4%</b>	<b>21,840</b>	<b>5.0%</b>	<b>2,390</b>	<b>2,232</b>	<b>2,203</b>	<b>2,512</b>	<b>2,302</b>	<b>2,269</b>	<b>2,255</b>	<b>14</b>	<b>0.6%</b>	<b>2,177</b>	<b>4.2%</b>
CT Procedures	5,224	5,425	(201)	(3.7%)	5,081	2.8%	551	535	568	552	520	500	535	(35)	(6.5%)	501	(0.2%)
<b>MRI Procedures</b>	<b>1,341</b>	<b>1,293</b>	<b>48</b>	<b>3.7%</b>	<b>1,274</b>	<b>5.3%</b>	<b>135</b>	<b>121</b>	<b>139</b>	<b>150</b>	<b>131</b>	<b>141</b>	<b>135</b>	<b>6</b>	<b>4.4%</b>	<b>146</b>	<b>(3.4%)</b>
Inpatient	40	10	30	300.0%	52	(23.1%)	3	4	7	2	7	3	1	2	200.0%	3	0.0%
Outpatient	1,301	1,283	18	1.4%	1,222	6.5%	132	117	132	148	124	138	134	4	3.0%	143	(3.5%)
Mammography	3,288	0	3,288	0.0%	3,159	4.1%	342	272	198	372	337	262	0	262	0.0%	352	(25.6%)
Ultrasound	3,691	0	3,691	0.0%	2,859	29.1%	375	359	427	405	354	392	0	392	0.0%	269	45.7%
Nuclear Medicine	272	0	272	0.0%	196	38.8%	20	25	39	36	34	25	0	25	0.0%	12	108.3%
Other Imaging	583	0	583	0.0%	484	20.5%	61	53	46	68	70	69	0	69	0.0%	48	43.8%



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

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Actual	Budget	\$ Var	% Var	Prior	% Var	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Budget	\$ Var	% Var	Prior Year	% Var
Inpatient Revenue	\$18,413	\$19,601	(\$1,188)	(6.1%)	\$18,819	(2.2%)	\$1,234	\$1,742	\$2,080	\$1,827	\$1,766	\$1,556	\$1,820	(\$264)	(14.5%)	\$1,786	(12.9%)
Outpatient Revenue	113,594	112,423	1,171	1.0%	109,659	3.6%	11,544	10,485	12,092	12,187	11,259	12,430	11,026	1,404	12.7%	11,484	8.2%
<b>Gross Patient Revenue</b>	<b>132,007</b>	<b>132,024</b>	<b>(17)</b>	<b>(0.0%)</b>	<b>128,478</b>	<b>2.7%</b>	<b>12,778</b>	<b>12,227</b>	<b>14,172</b>	<b>14,014</b>	<b>13,025</b>	<b>13,986</b>	<b>12,846</b>	<b>1,140</b>	<b>8.9%</b>	<b>13,270</b>	<b>5.4%</b>
<b>Revenue Deductions</b>																	
Medicare	21,604	21,489	(115)	(0.5%)	21,591	(0.1%)	1,956	2,216	2,283	2,837	2,161	2,248	2,091	(157)	(7.5%)	2,261	0.6%
Medicaid	22,330	27,066	4,736	17.5%	26,723	16.4%	2,457	2,056	2,384	1,343	2,084	2,420	2,634	214	8.1%	2,613	7.4%
Prior Year Cost Report Adj-MCARE	(142)	0	142	0.0%	133	206.8%	0	0	0	40	(1)	(30)	0	30	0.0%	0	0.0%
Prior Year Cost Report Adj-MCAID	(27)	0	27	0.0%	54	150.0%	0	0	0	(18)	0	0	0	0	0.0%	0	0.0%
Other Directed Payment Programs	(11,372)	(10,022)	1,350	13.5%	(10,128)	12.3%	(949)	(949)	(1,526)	(1,521)	(1,564)	(1,068)	(1,002)	66	6.6%	(949)	12.5%
Managed Medicare	15,400	14,254	(1,146)	(8.0%)	14,342	(7.4%)	1,390	1,587	1,610	1,310	1,537	1,619	1,386	(233)	(16.8%)	1,391	(16.4%)
Managed Care (HMO/PPO) Discounts	8,917	7,040	(1,877)	(26.7%)	6,162	(44.7%)	770	934	965	1,202	989	559	686	127	18.5%	959	41.7%
Charity & Indigent care	4,235	2,941	(1,294)	(44.0%)	2,799	(51.3%)	450	435	448	502	390	536	288	(248)	(86.1%)	426	(25.8%)
Other Discounts	4,872	4,511	(361)	(8.0%)	4,549	(7.1%)	489	474	456	681	467	678	439	(239)	(54.4%)	474	(43.0%)
Self Pay Discounts	0	627	627	100.0%	0	0.0%	0	0	0	0	0	0	61	61	100.0%	0	0.0%
Implicit Price Concessions	5,241	3,387	(1,854)	(54.7%)	2,976	(76.1%)	576	519	671	582	565	656	330	(326)	(98.8%)	(171)	(483.6%)
<b>Total Deductions</b>	<b>71,058</b>	<b>71,293</b>	<b>235</b>	<b>0.3%</b>	<b>69,201</b>	<b>(2.7%)</b>	<b>7,139</b>	<b>7,272</b>	<b>7,291</b>	<b>6,958</b>	<b>6,628</b>	<b>7,618</b>	<b>6,913</b>	<b>(705)</b>	<b>(10.2%)</b>	<b>7,004</b>	<b>(8.8%)</b>
<b>Net Patient Revenue</b>	<b>60,949</b>	<b>60,731</b>	<b>218</b>	<b>0.4%</b>	<b>59,277</b>	<b>2.8%</b>	<b>5,639</b>	<b>4,955</b>	<b>6,881</b>	<b>7,056</b>	<b>6,397</b>	<b>6,368</b>	<b>5,933</b>	<b>435</b>	<b>7.3%</b>	<b>6,266</b>	<b>1.6%</b>
Other Revenue	6,212	5,246	966	18.4%	5,097	21.9%	824	548	594	724	625	638	492	146	29.7%	692	(7.8%)
<b>Net Operating Revenue</b>	<b>67,161</b>	<b>65,977</b>	<b>1,184</b>	<b>1.8%</b>	<b>64,374</b>	<b>4.3%</b>	<b>6,463</b>	<b>5,503</b>	<b>7,475</b>	<b>7,780</b>	<b>7,022</b>	<b>7,006</b>	<b>6,425</b>	<b>581</b>	<b>9.0%</b>	<b>6,958</b>	<b>0.7%</b>
<b>Operating Expenses</b>																	
Salaries	26,759	29,609	2,850	2.0%	26,752	(1.0%)	2,764	2,410	2,672	2,918	2,559	3,007	2,873	(134)	(6.7%)	2,669	(0.8%)
Contract Labor	5,449	3,257	(2,192)	0.0%	5,152	(5.8%)	442	557	548	513	640	369	290	(79)	0.0%	679	45.6%
Employee Benefits	5,951	5,648	(303)	(5.4%)	5,756	(3.4%)	495	646	617	636	607	660	559	(101)	(18.1%)	676	2.4%
Professional Fees	1,368	1,304	(64)	(4.9%)	1,200	(14.0%)	166	118	173	132	152	90	123	33	27.0%	124	27.5%
Medical Supplies	3,385	3,378	(7)	(0.2%)	3,227	(4.9%)	470	161	302	347	425	418	335	(83)	(24.5%)	369	(13.1%)
Pharmaceutical Supplies	7,355	6,691	(664)	(9.9%)	6,726	(9.4%)	674	650	708	809	823	798	631	(167)	(26.5%)	827	3.5%
Other Supplies	917	1,092	175	16.0%	936	2.0%	92	73	122	104	113	90	105	15	13.9%	93	2.7%
Purchased Services	3,112	3,367	255	7.6%	3,308	5.9%	339	260	398	283	353	320	336	16	5.0%	290	(10.2%)
Lease and Rent	252	272	20	7.5%	320	21.5%	22	24	18	27	24	10	26	16	62.3%	42	76.3%
Insurance	858	922	64	7.0%	824	(4.1%)	76	87	85	133	79	77	96	19	19.4%	85	8.9%
Utilities	787	1,017	230	22.7%	955	17.6%	120	65	86	124	59	66	96	30	31.5%	84	21.3%
Depreciation & Amortization	2,925	2,971	46	1.6%	3,517	16.8%	292	282	293	295	283	265	276	11	4.3%	330	19.8%
Interest	1,128	1,030	(98)	(9.5%)	1,112	(1.4%)	109	110	110	111	109	108	96	(12)	(12.0%)	124	13.3%
Other	5,985	6,176	191	3.1%	5,770	(3.7%)	608	601	642	476	515	628	611	(17)	(2.8%)	516	(21.7%)
<b>Total Operating Expenses</b>	<b>66,231</b>	<b>66,734</b>	<b>503</b>	<b>0.8%</b>	<b>65,555</b>	<b>(1.0%)</b>	<b>6,669</b>	<b>6,044</b>	<b>6,774</b>	<b>6,908</b>	<b>6,741</b>	<b>6,906</b>	<b>6,453</b>	<b>(453)</b>	<b>(7.0%)</b>	<b>6,908</b>	<b>0.0%</b>
<b>Operating Margin</b>	<b>930</b>	<b>(757)</b>	<b>1,687</b>	<b>(222.9%)</b>	<b>(\$1,181)</b>	<b>178.9%</b>	<b>(206)</b>	<b>(541)</b>	<b>701</b>	<b>872</b>	<b>281</b>	<b>100</b>	<b>(\$28)</b>	<b>128</b>	<b>432.8%</b>	<b>\$50</b>	<b>110.2%</b>
Non-Operating Revenue (Exp)																	
Investment Income	415	349	66	18.9%	(94)	541.5%	70	53	130	81	92	(54)	31	(85)	(274.2%)	(73)	26.0%
Other	1,996	1,754	242	13.8%	1,789	11.6%	182	192	217	219	223	257	203	54	26.6%	198	29.8%
<b>Total Non-Operating Revenue (Exp)</b>	<b>2,411</b>	<b>2,103</b>	<b>308</b>	<b>14.6%</b>	<b>1,695</b>	<b>42.2%</b>	<b>252</b>	<b>245</b>	<b>347</b>	<b>300</b>	<b>315</b>	<b>203</b>	<b>234</b>	<b>(31)</b>	<b>(13.2%)</b>	<b>125</b>	<b>62.4%</b>
<b>Net Margin</b>	<b>\$3,341</b>	<b>\$1,346</b>	<b>\$1,995</b>	<b>148.2%</b>	<b>\$514</b>	<b>550.0%</b>	<b>\$46</b>	<b>(\$296)</b>	<b>\$1,048</b>	<b>\$1,172</b>	<b>\$596</b>	<b>\$303</b>	<b>\$206</b>	<b>\$97</b>	<b>47.1%</b>	<b>\$175</b>	<b>75.6%</b>
<b>EBIDA</b>	<b>\$7,394</b>	<b>\$5,347</b>	<b>\$2,047</b>	<b>38.3%</b>	<b>\$5,143</b>	<b>43.8%</b>	<b>\$447</b>	<b>\$96</b>	<b>\$1,451</b>	<b>\$1,578</b>	<b>\$988</b>	<b>\$676</b>	<b>\$578</b>	<b>\$98</b>	<b>17.0%</b>	<b>\$629</b>	<b>7.5%</b>
<b>Total Profit Margin</b>	5.0%	2.0%			0.8%		0.7%	(5.4%)	14.0%	15.1%	8.5%	4.3%	3.2%			2.5%	
<b>EBIDA Margin</b>	11.0%	8.1%			8.0%		6.9%	1.7%	19.4%	20.3%	14.1%	9.6%	9.0%			9.0%	



## Income Statement

### Southwest Health System Consolidated

Through the Period Ending Oct-24

Current Month									
Actual	%GPR	Budget	%GPR	Variance *		Prior Year	%GPR	Variance *	
				\$	%			\$	%
\$1,556	11.1%	\$1,820	14.2%	(\$264)	(14.5%)	\$1,786	13.5%	(\$230)	(12.9%)
12,430	88.9%	11,026	85.8%	1,404	12.7%	11,484	86.5%	946	8.2%
<b>13,986</b>	<b>100.0%</b>	<b>12,846</b>	<b>100.0%</b>	<b>1,140</b>	<b>8.9%</b>	<b>13,270</b>	<b>100.0%</b>	<b>716</b>	<b>5.4%</b>
2,248	16.1%	2,091	16.3%	(157)	(6.1%)	2,261	17.0%	13	1.9%
2,420	17.3%	2,634	20.5%	214	8.1%	2,613	19.7%	193	7.4%
(30)	-0.2%	0	0.0%	30	0.0%	0	0.0%	30	0.0%
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(1,068)	-7.6%	(1,002)	-7.8%	66	6.6%	(949)	-7.2%	119	12.5%
1,619	11.6%	1,386	10.8%	(233)	(16.8%)	1,391	10.5%	(228)	(16.4%)
559	4.0%	686	5.3%	127	18.5%	959	7.2%	400	41.7%
536	3.8%	288	2.2%	(248)	(86.1%)	426	3.2%	(110)	(25.8%)
678	4.8%	439	3.4%	(239)	(54.3%)	474	3.6%	(204)	(43.1%)
0	0.0%	61	0.5%	61	100.0%	0	0.0%	0	0.0%
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
656	4.7%	330	2.6%	(326)	(99.0%)	(171)	-1.3%	(827)	(484.5%)
<b>7,618</b>	<b>54.5%</b>	<b>6,913</b>	<b>53.8%</b>	<b>(705)</b>	<b>(10.2%)</b>	<b>7,004</b>	<b>52.8%</b>	<b>(614)</b>	<b>(8.8%)</b>
<b>6,368</b>	<b>45.5%</b>	<b>5,933</b>	<b>46.2%</b>	<b>435</b>	<b>7.3%</b>	<b>6,266</b>	<b>47.2%</b>	<b>102</b>	<b>1.7%</b>
638	4.6%	492	3.8%	146	29.7%	692	5.2%	(54)	(7.8%)
<b>7,006</b>	<b>50.1%</b>	<b>6,425</b>	<b>50.0%</b>	<b>581</b>	<b>9.0%</b>	<b>6,958</b>	<b>52.4%</b>	<b>48</b>	<b>0.7%</b>
%NOR		%NOR		%NOR		%NOR		%NOR	
3,007	42.9%	2,873	44.7%	(134)	(6.7%)	2,669	38.4%	(338)	(0.8%)
369	5.3%	290	4.5%	(79)	0.0%	679	9.8%	310	45.6%
660	9.4%	559	8.7%	(101)	(18.1%)	676	9.7%	16	2.4%
90	1.3%	123	1.9%	33	27.0%	124	1.8%	34	27.5%
418	6.0%	335	5.2%	(83)	(24.5%)	369	5.3%	(49)	(13.1%)
798	11.4%	631	9.8%	(167)	(26.5%)	827	11.9%	29	3.5%
90	1.3%	105	1.6%	15	13.9%	93	1.3%	3	2.7%
320	4.6%	336	5.2%	16	5.0%	290	4.2%	(30)	(10.2%)
10	0.1%	26	0.4%	16	62.3%	42	0.6%	32	76.3%
77	1.1%	96	1.5%	19	19.4%	85	1.2%	8	8.9%
66	0.9%	96	1.5%	30	31.5%	84	1.2%	18	21.3%
265	3.8%	276	4.3%	11	4.3%	330	4.7%	65	19.8%
108	1.5%	96	1.5%	(12)	(12.0%)	124	1.8%	16	13.3%
628	9.0%	611	9.5%	(17)	(2.8%)	516	7.4%	(112)	(21.7%)
<b>6,906</b>	<b>98.6%</b>	<b>6,453</b>	<b>100.4%</b>	<b>(453)</b>	<b>(7.0%)</b>	<b>6,908</b>	<b>99.3%</b>	<b>2</b>	<b>0.0%</b>
<b>100</b>	<b>1.4%</b>	<b>(28)</b>	<b>-0.4%</b>	<b>128</b>	<b>432.8%</b>	<b>50</b>	<b>0.7%</b>	<b>50</b>	<b>110.2%</b>
(54)	-0.8%	31	0.5%	(85)	(274.2%)	(73)	-1.0%	19	26.0%
257	3.7%	203	3.2%	54	26.6%	198	2.8%	59	29.8%
<b>203</b>	<b>2.9%</b>	<b>234</b>	<b>3.6%</b>	<b>(31)</b>	<b>(13.2%)</b>	<b>125</b>	<b>1.8%</b>	<b>78</b>	<b>62.4%</b>
<b>\$303</b>	<b>4.3%</b>	<b>\$206</b>	<b>3.2%</b>	<b>\$97</b>	<b>47.1%</b>	<b>\$175</b>	<b>2.5%</b>	<b>\$128</b>	<b>73.1%</b>
<b>\$676</b>	<b>9.6%</b>	<b>\$578</b>	<b>9.0%</b>	<b>\$98</b>	<b>17.0%</b>	<b>\$629</b>	<b>9.0%</b>	<b>\$47</b>	<b>7.5%</b>

(164)  
(64)  
(216)  
0  
(47)  
94

Fiscal-Year-to-Date										
	Actual	%GPR	Budget	%GPR	Variance *		Prior Year	%GPR	Variance *	
					\$	%			\$	%
Inpatient Revenue	\$18,413	13.9%	\$19,601	14.8%	(\$1,188)	(6.1%)	\$18,819	14.6%	(\$406)	(2.2%)
Outpatient Revenue	113,594	86.1%	112,423	85.2%	1,171	1.0%	109,659	85.4%	3,935	3.6%
TOTAL GROSS PATIENT REVENUE	132,007	100.0%	132,024	100.0%	(17)	(0.0%)	128,478	100.0%	3,529	2.7%
REVENUE DEDUCTIONS										
Medicare Contractual	21,604	16.4%	21,489	16.3%	(115)	0.1%	21,590	16.8%	(14)	1.2%
Medicaid Contractual	22,330	16.9%	27,066	20.5%	4,736	17.6%	26,723	20.8%	4,393	16.7%
Prior Year Medicare Cost Report Adj.	(142)	-0.1%	0	0.0%	142	0.0%	133	0.1%	275	207.4%
Prior Year Medicaid Cost Report Adj.	(27)	0.0%	0	0.0%	27	0.0%	54	0.0%	81	150.2%
Other Directed Payment Programs	(11,372)	-8.6%	(10,022)	-7.6%	1,350	13.5%	(10,128)	-7.9%	1,244	12.3%
Managed Medicare	15,400	11.7%	14,254	10.8%	(1,146)	(8.0%)	14,342	11.2%	(1,058)	(7.4%)
Managed Care (HMO/PPO) Discounts	8,917	6.8%	7,040	5.3%	(1,877)	(26.7%)	6,162	4.8%	(2,755)	(44.7%)
Charity & Indigent Discounts	4,235	3.2%	2,941	2.2%	(1,294)	(44.0%)	2,799	2.2%	(1,436)	(51.3%)
Other Discounts	4,872	3.7%	4,511	3.4%	(361)	(8.0%)	4,549	3.5%	(323)	(7.1%)
Self Pay Discounts	0	0.0%	627	0.5%	627	100.0%	0	0.0%	0	0.0%
Administrative Adjustments	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Implicit Price Concessions	5,241	4.0%	3,387	2.6%	(1,854)	(54.8%)	2,976	2.3%	(2,265)	(76.1%)
TOTAL REVENUE DEDUCTIONS	71,058	53.8%	71,293	54.0%	235	0.3%	69,200	53.9%	(1,858)	(2.7%)
TOTAL NET PATIENT REVENUE	60,949	46.2%	60,731	46.0%	218	0.4%	59,278	46.1%	1,671	2.8%
Other Revenue	6,212	4.7%	5,246	4.0%	966	18.4%	5,097	4.0%	1,115	21.9%
TOTAL NET REVENUE	67,161	50.9%	65,977	50.0%	1,184	1.8%	64,375	50.1%	2,786	4.3%
OPERATING EXPENSE										
		%NOR		%NOR				%NOR		
Salary and Wages	26,759	39.8%	29,609	44.9%	2,850	2.0%	26,752	41.6%	(7)	(1.0%)
Contract Labor	5,449	8.1%	3,257	4.9%	(2,192)	0.0%	5,152	8.0%	(297)	(5.8%)
Employee Benefits	5,951	8.9%	5,648	8.6%	(303)	(5.4%)	5,756	8.9%	(195)	(3.4%)
Professional Fees	1,368	2.0%	1,304	2.0%	(64)	(4.9%)	1,200	1.9%	(168)	(14.0%)
Medical Supplies	3,385	5.0%	3,378	5.1%	(7)	(0.2%)	3,227	5.0%	(158)	(4.9%)
Pharmaceutical Supplies	7,355	11.0%	6,691	10.1%	(664)	(9.9%)	6,726	10.4%	(629)	(9.4%)
Other Supplies	917	1.4%	1,092	1.7%	175	16.0%	936	1.5%	19	2.0%
Purchased Services	3,112	4.6%	3,367	5.1%	255	7.6%	3,308	5.1%	196	5.9%
Lease and Rent	252	0.4%	272	0.4%	20	7.5%	320	0.5%	68	21.5%
Insurance	858	1.3%	922	1.4%	64	7.0%	824	1.3%	(34)	(4.1%)
Utilities	787	1.2%	1,017	1.5%	230	22.7%	955	1.5%	168	17.6%
Depreciation & Amortization	2,925	4.4%	2,971	4.5%	46	1.6%	3,517	5.5%	592	16.8%
Interest	1,128	1.7%	1,030	1.6%	(98)	(9.5%)	1,112	1.7%	(16)	(1.4%)
Other Total Operating Expenses	5,985	8.9%	6,176	9.4%	191	3.1%	5,770	9.0%	(215)	(3.7%)
TOTAL OPERATING EXPENSES	66,231	98.6%	66,734	101.1%	503	0.8%	65,555	101.8%	(676)	(1.0%)
OPERATING MARGIN	930	1.4%	(757)	-1.1%	1,687	222.4%	(1,180)	-1.8%	2,110	178.9%
NON-OPERATING REVENUE (EXP)										
Investment Income	415	0.6%	349	0.5%	66	18.9%	(94)	-0.1%	509	541.5%
Other Total Non-Operating Expenses (EXP)	1,996	3.0%	1,754	2.7%	242	13.8%	1,789	2.8%	207	11.6%
TOTAL NON-OPERATING REVENUE (EXP)	2,411	3.6%	2,103	3.2%	308	14.6%	1,695	2.6%	716	42.2%
NET MARGIN	\$3,341	5.0%	\$1,346	2.0%	\$1,995	148.2%	\$515	0.8%	\$2,826	548.7%
EBIDA	\$7,394	11.0%	\$5,347	8.1%	\$2,047	38.3%	\$5,144	8.0%	\$2,250	43.7%

Bond Debt Payment  
Line of Credit Payments  
Reserve for Capital Infrastructure  
Capital Purchases  
Medicare Overpayment - Repayment  
Grand Total

(1,637)  
(775)  
(1,406)  
(725)  
(1,186)  
1,573





## Balance Sheet

Southwest Health System Consolidated

	Oct-24 Current Month	Sep-24 Previous Month	Variance*		Oct-23 Last Year	Variance		Dec-23 Last Year End	Variance*	
			\$	%		\$	%		\$	%
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	\$4,865	\$5,831	(\$966)	(16.6%)	\$11,388	(\$6,523)	(57.3%)	\$3,612	\$1,253	34.7%
Short-Term Investments	10,780	10,851	(71)	(0.7%)	3,487	7,293	209.1%	10,539	241	2.3%
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	6,960	7,434	(474)	(6.4%)	6,124	836	13.7%	6,199	761	12.3%
Inventories	1,524	1,620	(96)	(5.9%)	1,324	200	15.1%	1,437	87	6.1%
Other Current Assets	1,638	1,700	(62)	(3.6%)	1,387	251	18.2%	1,489	149	10.0%
Total Current Assets	25,767	27,436	(1,669)	(6.1%)	23,710	2,057	8.7%	23,276	2,491	10.7%
Assets Whose Use is Limited or Donor-Restricted	5,615	5,320	295	5.5%	3,472	2,143	61.7%	3,996	1,619	40.5%
Net of Amount Required for Current Liabilities										
Property, Plant, and Equipment, Net	29,731	29,992	(261)	(0.9%)	32,449	(2,718)	(8.4%)	31,890	(2,159)	(6.8%)
Noncurrent Investments (Unrestricted)	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Assets	236	200	36	18.5%	167	69	40.8%	192	44	22.9%
<b>Total Assets</b>	<b>\$61,349</b>	<b>\$62,948</b>	<b>(\$1,599)</b>	<b>(2.5%)</b>	<b>\$59,798</b>	<b>\$1,551</b>	<b>2.6%</b>	<b>\$59,354</b>	<b>\$1,995</b>	<b>3.4%</b>
<b>LIABILITIES AND FUND BALANCES</b>										
Current Liabilities										
Accounts Payable	\$2,605	\$2,999	(\$394)	(13.1%)	\$3,267	(\$662)	(20.3%)	\$3,956	(\$1,351)	(34.2%)
Accrued Expense Payable	3,725	4,701	(976)	(20.8%)	3,246	479	14.8%	2,839	886	31.2%
Estimated Third Party Payor Settlements	3,166	3,308	(142)	(4.3%)	4,868	(1,702)	(35.0%)	4,281	(1,115)	(26.0%)
Other Current Liabilities	4,363	4,789	(426)	(8.9%)	2,905	1,458	50.2%	2,934	1,429	48.7%
Current Portion of Long-Term Debt	660	780	(120)	(15.4%)	2,102	(1,442)	(68.6%)	2,353	(1,693)	(72.0%)
Short Term Lease Obligations	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Current Liabilities	14,519	16,577	(2,058)	(12.4%)	16,388	(1,869)	(11.4%)	16,363	(1,844)	(11.3%)
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	25,198	25,166	32	0.1%	25,288	(90)	(0.4%)	24,771	427	1.7%
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>Total Liabilities</b>	<b>39,717</b>	<b>41,743</b>	<b>(2,026)</b>	<b>(4.9%)</b>	<b>41,676</b>	<b>(1,959)</b>	<b>(4.7%)</b>	<b>41,134</b>	<b>(1,417)</b>	<b>(3.4%)</b>
Fund Balances										
Unrestricted	21,708	21,409	299	1.4%	\$18,266	\$3,442	18.8%	\$18,364	\$3,344	18.2%
Temporarily Donor-Restricted	(76)	(204)	128	62.9%	(144)	68	47.1%	(144)	\$68	(47.3%)
Permanently Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	\$0	0.0%
<b>Total Fund Balances</b>	<b>21,632</b>	<b>21,205</b>	<b>427</b>	<b>2.0%</b>	<b>18,122</b>	<b>3,510</b>	<b>19.4%</b>	<b>18,220</b>	<b>3,412</b>	<b>18.7%</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$61,349</b>	<b>\$62,948</b>	<b>(\$1,599)</b>	<b>(2.5%)</b>	<b>\$59,798</b>	<b>\$1,551</b>	<b>2.6%</b>	<b>\$59,354</b>	<b>\$1,995</b>	<b>3.4%</b>
<b>Days Cash on Hand</b>										
Days Cash on Hand	74	80	(5)	(6.5%)	74	1	0.8%	69	6	8.2%
Restricted for Bond Debt Reserve	6	1,336								
Restricted for Capital Infrastructure Reserve	14	2,978								
Total Reportable Days Cash on Hand	95									



**Statement Of Cash Flows**  
**Southwest Health System Consolidated**  
 Oct-24

	<b>Current Month</b>	<b>Fiscal YTD</b>
<b>Cash Flows From Operating Activities</b>		
Net Margin	\$211	\$3,249
Adjustment for Depreciation and Amortization	265	2,925
Change in Working Capital		
Short-Term Investments	71	(241)
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	474	(761)
Inventories	96	(87)
Other Current Assets	62	(149)
Accounts Payable	(394)	(1,351)
Accrued Expense Payable	(882)	980
Estimated Third-Party Payor Settlements	(142)	(1,115)
Other Current Liabilities	(426)	1,429
Net Cash Provided (Used) by Operating Activities	<u>(665)</u>	<u>4,879</u>
<b>Changes in Noncurrent Assets and Liabilities</b>		
Assets Whose Use is Limited or Donor-Restricted	(295)	(1,619)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	(37)	(45)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	<u>(332)</u>	<u>(1,664)</u>
<b>Capital and Related Financing Activities</b>		
Property, Plant & Equipment	(4)	(766)
Inter-Company	0	0
Current Portion of Long-Term Debt	(120)	(1,693)
Long-Term Debt	32	427
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	123	70
Net Capital & Related Financing Activities	<u>31</u>	<u>(1,962)</u>
Net Increase (Decrease) in Cash	<u>(966)</u>	<u>1,253</u>
Cash at Beginning of Period	5,831	3,612
<b>Cash at End of Period</b>	<u><b>\$4,865</b></u>	<u><b>\$4,865</b></u>

Southwest Health System, Inc  
Schedule of Debt Payments  
10/31/2024

	District Sales Tax	Hosp Portion	Total Debt Payment	Restricted for Capital Imprvmnt	Disbursement	Interest Earned Capital Imprvmnt
2022	MCHD	SWHS				
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			
	2,255,552.77	1,371,592.52	3,627,175.79			
	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	2,147,305.08	1,742,604.22	2,874,017.11	1,517,453.03	-	54,151.14
2024						
Jan-24	178,384.07	165,000.00	163,672.92	179,711.15		6,273.64
Feb-24	184,406.61	165,000.00	163,672.92	185,733.69		7,224.13
Mar-24	141,586.09	165,000.00	163,672.92	142,913.17	(5,527.03)	7,404.17
Apr-24	143,071.51	165,000.00	163,672.92	144,398.59	(507,603.00)	8,965.31
May-24	168,289.71	165,000.00	163,672.92	169,616.79		8,772.22
Jun-24	178,686.12	165,000.00	163,672.92	180,013.20	(28,613.50)	43,054.09
Jul-24	204,292.71	165,000.00	163,672.92	205,619.79		8,601.90
Aug-24	203,478.86	165,000.00	163,672.92	204,805.94		9,831.61
Sep-24	207,268.98	165,000.00	163,672.92	208,596.06		10,472.66
Oct-24	203,966.64	165,000.00	163,672.92	205,293.72		10928.61
Nov-24						
Dec-24						
YTD	1,813,431.30	1,650,000.00	1,636,729.20	3,344,155.13	(541,743.53)	175,679.48
				Available for Capital Improvements		2,978,091.08

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 avearge of expenses and now includes the Bond Reserve and Restricted for Capital Improvement accounts.

Southwest Health System  
Operational Analysis

	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	Qtr End 31 Actual 3/31/2024	Qtr End 30 Actual 6/30/2024	Qtr End 30 Actual 9/30/2024	Qtr End 31 Actual 10/31/2024
<b>Return on Assets</b>	<b>6.86%</b>	<b>5.72%</b>	<b>10.01%</b>	<b>10.11%</b>	<b>9.95%</b>	<b>9.01%</b>	<b>8.58%</b>	
25th Percentile	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%	
50th Percentile	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%	
<b>Acid Test Ratio</b>								
Cash and Cash Equivalents	13,783,678	14,244,937	14,974,148	14,151,422	13,489,967	14,708,660	16,682,581	15,645,417
Accounts Receivable	6,934,439	5,509,664	5,855,165	6,199,239	7,963,525	6,576,725	7,434,147	6,960,389
Unrestricted Investments	1,131,110	1,180,793	1,186,233	1,303,804	1,381,570	1,424,474	1,427,067	1,536,924
Current Liabilities	18,044,197	16,620,586	16,675,836	16,525,284	16,467,918	16,444,750	16,577,158	14,519,685
<b>Acid Test Ratio</b>	<b>1.21</b>	<b>1.26</b>	<b>1.32</b>	<b>1.31</b>	<b>1.39</b>	<b>1.38</b>	<b>1.54</b>	<b>1.66</b>
25th Percentile	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
50th percentile	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
<b>Current Ratio</b>								
Total Current Assets	23,968,195	22,911,541	23,698,427	23,276,391	24,526,181	24,613,214	27,436,295	25,768,114
Unrestricted Investments	1,131,110	1,180,793	1,186,233	1,303,804	1,381,570	1,424,474	1,427,067	1,536,924
Current Liabilities	18,044,197	16,620,586	16,675,836	16,525,284	16,467,918	16,444,750	16,577,158	14,519,685
<b>Current Ratio</b>	<b>1.39</b>	<b>1.45</b>	<b>1.49</b>	<b>1.49</b>	<b>1.57</b>	<b>1.58</b>	<b>1.74</b>	<b>1.88</b>
25th Percentile	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
50th percentile	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
<b>Days Cash on Hand</b>								
Total Cash and Equivalents	13,783,678	14,244,937	14,974,148	14,151,422	13,489,967	14,708,660	16,682,581	15,645,417
Daily Cash Operating Expense (Rolling 3 mos)			<b>196,745</b>	<b>212,739</b>	<b>205,016</b>	<b>206,471</b>	<b>212,569</b>	<b>213,654</b>
Daily Cash Operating Expense (Rolling 6 mos)			<b>201,347</b>	<b>204,605</b>	<b>208,898</b>	<b>205,743</b>	<b>209,537</b>	<b>208,784</b>
Daily Cash Operating Expense (Rolling 12 mos)	<b>199,000</b>	<b>204,143</b>	<b>203,701</b>	<b>205,737</b>	<b>205,123</b>	<b>205,240</b>	<b>209,217</b>	<b>209,233</b>
DCOH (Unrestricted Cash)	52	53	58	17	26	31	27	23
COH (Self-Restricted/Restricted Investments)	18	17	30	63	57	57	70	71
DCOH OLD *	69	70	74	69	66	72	80	75
DCOH CHC **	67	70	74	69	65	71	80	75
DCOH NEW ***			88	80	83	88	98	93
<b>Debt Service Coverage Ratio (Rolling 12 months)</b>								
Total Available for Debt Service	4,158,932	4,037,100	4,608,999	6,038,633	7,001,022	6,543,169	8,351,709	8,421,641
Investment Value Change	45,951	24,123	-109,336	52,969	21,839	41,426	64,005	-120,673
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
<b>Debt Service Coverage Ratio</b>	<b>1.15</b>	<b>1.11</b>	<b>2.35</b>	<b>2.30</b>	<b>2.67</b>	<b>2.49</b>	<b>3.18</b>	<b>3.21</b>
<b>Debt to Capitalization</b>								
Long Term Debt	26,075,139	25,503,776	25,289,882	24,770,872	25,145,137	25,155,497	25,165,895	25,197,942
District 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
Long Term Debt Adjusted	24,278,188	23,706,825	23,784,054	22,973,921	23,348,185	23,358,545	23,368,944	23,400,991
URNA	17,077,662	18,498,192	17,896,120	17,516,899	18,284,393	18,067,098	18,960,037	18,667,378
<b>Debt to Capitalization Ratio</b>	<b>58.71%</b>	<b>56.17%</b>	<b>57.06%</b>	<b>56.74%</b>	<b>56.08%</b>	<b>56.39%</b>	<b>55.21%</b>	<b>55.63%</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

\*\*\*DCOH NEW utilizes a 3 month daily cash operating expense and includes both self restricted and restricted investments.

	FYE Dec 2023	FYE Dec 2024	FYE Dec 2025	Budget to Projected Variance	
	Actual	Annualized	Budget	\$	%
<b>Patient Revenue</b>					
Inpatient Revenue	\$22,334,259	\$22,636,802	\$23,206,845	\$570,044	2.5%
Outpatient Revenue	<u>130,300,022</u>	<u>134,856,453</u>	<u>141,473,115</u>	<u>6,616,662</u>	<u>4.9%</u>
<b>Total Gross Patient Revenue</b>	<b>152,634,280</b>	<b>157,493,255</b>	<b>164,679,960</b>	<b>7,186,706</b>	<b>4.6%</b>
<b>Revenue Deductions</b>					
Medicare Contractual	25,513,612	25,625,724	26,916,869	1,378,629	4.9%
Medicaid Contractual	31,128,625	26,699,232	29,994,900	1,369,604	4.4%
Other Directed Payment Programs	(12,027,087)	(13,110,081)	(12,564,828)	(463,537)	(3.6%)
Managed Medicare	16,585,864	18,366,086	18,918,987	(2,672,795)	(16.5%)
Managed Care (HMO/PPO) Discounts	7,355,153	11,054,448	11,870,619	1,289,338	9.8%
Charity & Indigent Discounts	3,801,601	4,962,663	5,031,526	(703,805)	(16.3%)
Other Discounts	5,320,605	5,591,102	5,596,520	(3,290,279)	(142.7%)
Implicit Price Concessions	<u>3,905,037</u>	<u>6,029,721</u>	<u>3,451,318</u>	<u>(904,369)</u>	<u>(35.5%)</u>
<b>Total Revenue Deductions</b>	<b>81,583,410</b>	<b>85,218,894</b>	<b>89,215,911</b>	<b>(3,997,214)</b>	<b>(4.7%)</b>
<b>Total Net Patient Revenue</b>	<b>71,050,871</b>	<b>72,274,361</b>	<b>75,464,049</b>	<b>3,189,492</b>	<b>4.4%</b>
Other Revenue	<u>6,338,527</u>	<u>\$7,422,824</u>	<u>7,590,365</u>	<u>10,398</u>	<u>0.1%</u>
<b>Total Net Revenue</b>	<b>\$77,389,398</b>	<b>\$79,697,184</b>	<b>\$83,054,414</b>	<b>\$3,199,890</b>	<b>4.0%</b>
<b>Operating Expense</b>					
Salary and Wages	\$31,308,714	\$31,789,395	\$34,149,644	(\$2,379,092)	(7.5%)
Contract Labor	6,460,709	6,659,870	4,353,000	2,307,000	34.6%
Employee Benefits	6,838,930	7,025,718	7,264,670	(237,285)	(3.4%)
Professional Fees	1,504,833	1,688,930	1,844,059	(60,108)	(3.4%)
Medical Supplies	3,957,950	3,813,300	4,312,412	(465,200)	(12.1%)
Pharmaceutical Supplies	8,295,717	8,600,670	9,597,915	(1,022,128)	(11.9%)
Other Supplies	1,125,640	1,069,733	1,265,596	(195,864)	(18.3%)
Purchased Services	4,293,122	3,659,634	3,814,623	(164,951)	(4.5%)
Lease and Rent	356,231	327,141	343,200	(16,059)	(4.9%)
Insurance	1,003,662	1,052,936	1,061,350	(8,414)	(0.8%)
Utilities	1,134,656	992,348	1,076,045	(83,696)	(8.4%)
Depreciation & Amortization	4,167,988	3,565,605	3,573,780	(8,175)	(0.2%)
Interest	1,360,042	1,366,377	1,412,004	(45,627)	(3.3%)
Other Total Operating Expenses	<u>7,228,898</u>	<u>7,262,103</u>	<u>7,943,387</u>	<u>(620,508)</u>	<u>(8.5%)</u>
<b>Total Operating Expenses</b>	<b>\$79,037,093</b>	<b>\$78,873,758</b>	<b>\$82,011,685</b>	<b>(\$3,000,107)</b>	<b>(3.8%)</b>
<b>Operating Margin</b>	<b>(\$1,647,695)</b>	<b>\$823,427</b>	<b>\$1,042,729</b>	<b>\$199,783</b>	<b>23.7%</b>
<b>Non-Operating Revenue (Exp)</b>					
Investment Income	\$21,244	\$565,335	\$237,156	(\$328,180)	(58.1%)
Other Total Non-Operating Expenses (Exp)	<u>2,239,055</u>	<u>2,273,550</u>	<u>2,083,572</u>	<u>(189,978)</u>	<u>(8.4%)</u>
<b>Total Non-Operating Revenue (Exp)</b>	<b>\$2,260,300</b>	<b>\$2,838,885</b>	<b>\$2,320,728</b>	<b>(\$518,158)</b>	<b>(18.3%)</b>
<b>Net Margin</b>	<b>\$612,605</b>	<b>\$3,662,312</b>	<b>\$3,363,457</b>	<b>(\$318,375)</b>	<b>(8.6%)</b>
<b>EBIDA</b>	<b>\$6,140,635</b>	<b>\$8,594,294</b>	<b>\$8,349,241</b>	<b>(\$264,573)</b>	<b>(3.1%)</b>
<b>NPR % GPR</b>	46.5%	45.9%	45.8%	n/a	(0.1%)
<b>SWB % NR</b>	57.6%	57.1%	55.1%	n/a	1.8%
<b>Supplies % NR</b>	17.3%	16.9%	18.3%	n/a	(1.4%)
<b>Net Margin %</b>	0.8%	4.6%	4.0%	n/a	(0.6%)
<b>EBIDA %</b>	7.9%	10.8%	10.1%	n/a	(0.7%)



## Southwest Health System Consolidated

### Capital Purchases

dget for FYE Dec 2025

Capital Item		Qtr 1	Qtr 2	Qtr 3	Qtr 4	FYE Dec 2025
RC1	Jaundice Meter	-	-	10,110	-	\$ 10,110
RC2	Firewall	-	-	265,000	-	\$ 265,000
RC3	Blood Bank Automation	-	-	70,000	-	\$ 70,000
RC4	Smoke Detectors	-	-	66,336	-	\$ 66,336
RC5	Chemistry Analyzer	-	-	-	212,190	\$ 212,190
RC6	PFT Machine	-	-	-	40,000	\$ 40,000
RC7	Olympus Camera	-	-	-	21,744	\$ 21,744
RC8	Colon Scope	-	-	-	73,302	\$ 73,302
RC9	ED Ultrasound	-	-	-	34,000	\$ 34,000
RC10	System 9 power x3	-	-	-	82,588	\$ 82,588
<b>Total Replacement Capital</b>		-	-	411,446	463,824	\$ 875,270
SC1	Cardiology Stress Test Echo/US Machine w/ TEE	155,000	-	-	-	\$ 155,000
SC2	Cardiology Stress Test Echo/US Machine w/ TEE	155,000	-	-	-	\$ 155,000
SC3	Stess Treadmill Q Stress System	40,000	-	-	-	\$ 40,000
<b>Total Strategic Capital</b>		350,000	-	-	-	\$ 350,000
<b>Total Capital</b>		350,000	-	411,446	463,824	\$ 1,225,270

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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.

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# Capital Infrastructure Committee

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## Mission Statement

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



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# Foundation 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.