

**MONTEZUMA COUNTY HOSPITAL DISTRICT**  
**ANNUAL BOARD MEETING**  
**EMS Training Room, Southwest Health System**  
**WEDNESDAY, May 14, 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.*

**ANNUAL MEETING ACTIVITY**

**Oath of Officers** Keenen Lovett - 5 minutes

**Letters of Interest** Keenen Lovett - 10 minutes

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

- April 9, 2025 Regular Meeting Minutes
- Payment of Bills

**REPORTS and ACTION ITEMS**

**SHS Report** (Enclosure 2)

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

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

**Owner's Rep Report** - 5 minutes

**Capital Infrastructure Committee Report** - 10 minutes

**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**  
**April 9, 2025**

**Present:**

**Also Present:**

Brandon Johnson, Chairperson	Rob Owens, SHS Plant Operations Dir	<b><u>Recorded by:</u></b>
Bill Thompson, Vice-Chairperson	Peter Rehn, Owner's Representative	Bridgett Jabour, Secretary
Robert Dobry, Secretary/Treasurer	Adam Conley, SHS CFO	
Sean Flaherty, Director	Eric Croke, SHS Vice-Chair	<b><u>Excused/Absent:</u></b>
Bob Ower, Director	Scott Anderson, Community Member	
	Joe Theine, SHS CEO 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>	The roll was called by Robert Dobry, Secretary/Treasurer.		
<b>Public Comment</b>	None.		
<b>Consent Agenda</b>	March 12, 2025, Regular Meeting Minutes Payment of Bills	It was moved and seconded to approve the consent agenda as presented. Motion: Sean Flaherty Second: Robert Dobry Motion carried.	
<b><u>REPORTS and ACTION ITEMS</u></b>			
<b>SHS Board Report</b>	SHS Board Vice-Chair Eric Croke advised that the SHS Board continues to orient the new board members to all things healthcare.		
<b>SHS Operating Report – CEO Joe Theine</b>	SHS CEO Joe Theine reviewed an enclosed quarterly strategic update. This includes status of the strategic overview, revenue expectations, budgeted items, objectives		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<b>Finance Report – CFO Adam Conley</b>	and various measures to determine success of objectives approved by the SHS Board for 2025. Mr. Theine will update the MCHD Board quarterly on the status of these initiatives. SHS CFO Adam Conley reviewed SHS’s February financial statistics. Volumes exceeded budget; operating expenses are down from budget and prior year. EBIDA YTD is \$2.04m. Days cash on hand for 102 with all funds accounted for. Capital Infrastructure Committee fund is \$3.44m.		
<b>MCHD Financial Report – Robert Dobry, Scty/Treas</b>	MCHD Scty/Treas Robert Dobry reviewed the enclosed financial report received after the board packet had been prepared. Sales tax revenue received in March was \$131,111.91. This is slightly less than the amount received in March of 2024. Marijuana tax portion of revenue continues to drop now Mr. Dobry reported on the status of the development of MCHD website with the new state requirements. Mr. Dobry intends to have a proposal to present to board at the May meeting to meet the requirements. It was noted that Mr. Dobry’s last meeting will be the annual May meeting, but stated he would work to orient the treasurer voted on at the May meeting.		
<b>Capital Infrastructure Committee Report</b>	Sean Flaherty reported that the Committee continues to look at how the awarded \$1.6m MCHD DOLA Grant can be utilized with the newly-received information regarding Empire base usage expenses and other variables. Work to install the refrigeration units in the kitchen/cafeteria to replace the water-cooled units currently in place, which use over \$1.5m gallons per year. It is recommended by the Committee that the MCHD Board approve the addition of this project to the Capital Infrastructure Facility Upgrade list with an estimate of no more than \$60,000.00.	It was moved and seconded to approve the recommendation from Capital Infrastructure Committee to add the replacement of the refrigeration unit to be freon, instead of water to cool the unit. MOTION: Sean Flaherty SECOND: Robert Dobry Motion carried.	
<b>Foundation Report</b>	Nothing new to report this month, per Bob Ower.		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
<b>Owner's Representative Report</b>	Peter Rehn, Owner's Representative, will be on the agenda moving forward, following the Capital Infrastructure Committee report. Mr. Rehn is getting acquainted with the project underway.		
<b>Attorney Report</b>	<p>MCHD Attorney Keenen Lovett discussed the draft proposal with CAPM as Owner's Representative, ending January of 2026. This will be renewed and extended following an updated budget approval for the next year. SHS remains involved in the Owner's rep contract as an additional involved party.</p> <p>Mr. Lovett also advised that the pending charges from Nunn is from subcontractors and is recommended for payment.</p> <p>Mr. Lovett also provided updates on the election. There is not enough interest in open positions to warrant an election. Scott Anderson is the only self nomination received for the four open seats. There was discussion about advertising for the open positions. Mr. Dobry recommended reaching out to Leadership Montezuma.</p>	<p>It was moved and seconded to authorize Brandon Johnson to sign the draft agreement.</p> <p>MOTION: Robert Dobry SECOND: Sean Flaherty Motion carried.</p> <p>It was moved and seconded to approve the invoice as previously presented.</p> <p>MOTION: Sean Flaherty SECOND: Bill Thompson Motion carried.</p>	
<b>Adjournment</b>		<p>It was moved and seconded to adjourn the meeting at 7:45pm.</p> <p>Motion carried.</p>	

Bridgett Jabour, MCHD Secretary

Robert Dobry, Secretary/Treasurer



ATTORNEYS AT LAW

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## INVOICE

Invoice # 5550  
Date: 05/05/2025  
Due On: 06/04/2025

MONTEZUMA C. HOSPITAL DISTRICT  
P.O. Box 1034  
Cortez, CO 81321

### Statement of Account

Outstanding Balance	New Charges	Payments Received	Total Amount Outstanding
( \$0.00	+ \$955.11	) - ( \$36.69	) = <b>\$918.42</b>

**Please make all amounts payable to: Kelly R. McCabe P.C.**  
**Invoice includes 2% credit card service charge. (If paying by check or cash pay the SUBTOTAL below.)**  
**Please pay within 30 days of receipt of this invoice.**

### Montezuma C. Hospital District - 9001

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#### Services

Type	Date	Notes	Quantity	Attorney	Rate	Total
Service	03/26/2025	Review Nunn documentation and email to Nunn	0.30	KDL	\$335.00	\$100.50
Service	04/09/2025	Preparation of Board Meeting	0.40	KDL	\$335.00	\$134.00
Service	04/09/2025	April Board Meeting	1.70	KDL	\$335.00	\$569.50
Service	04/23/2025	Preparation of Director Oath of Offices	0.40	KDL	\$335.00	\$134.00
Services Subtotal						<b>\$938.00</b>

## Expenses

Type	Date	Notes	Quantity	Rate	Total
Expense	03/31/2025	Publication Fees for Notice of Cancellation	1.00	\$16.77	\$16.77
Expenses Subtotal					\$16.77

Time Keeper	Quantity	Rate	Total
Keenen Lovett	2.8	\$335.00	\$938.00
Subtotal			\$954.77
Credit Card Service Charge (2.0%)			\$0.34
Total			\$955.11
Payment (05/05/2025)			-\$36.35
Credit Note			-\$0.34
Balance Owing			\$918.42

## Detailed Statement of Account

### Current Invoice

Invoice Number	Due On	Amount Due	Payments Received	Balance Due
5550	06/04/2025	\$955.11	\$36.69	\$918.42
Outstanding Balance				\$918.42
Total Amount Outstanding				\$918.42

Account	Balance
DSB- Trust Account Balance	\$0.00
Total Account Balance	\$0.00

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.





## Patient Volumes and Utilization Statistics

### Southwest Health System Consolidated

Through the Period Ending Mar-25

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Budget	# Var	% Var	Prior Year	% Var
<b>Admissions, Total</b>	<b>246</b>	<b>221</b>	<b>25</b>	<b>11.3%</b>	<b>192</b>	<b>28.1%</b>	<b>78</b>	<b>62</b>	<b>64</b>	<b>91</b>	<b>80</b>	<b>75</b>	<b>76</b>	<b>(1)</b>	<b>(1.3%)</b>	<b>69</b>	<b>8.7%</b>
Acute	225	205	20	9.8%	176	27.8%	70	57	62	81	74	70	72	(2)	(2.8%)	64	9.4%
SNF	21	16	5	31.3%	16	31.3%	8	5	2	10	6	5	4	1	25.0%	5	0.0%
<b>Discharges, Total</b>	<b>251</b>	<b>221</b>	<b>30</b>	<b>13.6%</b>	<b>210</b>	<b>19.5%</b>	<b>76</b>	<b>67</b>	<b>52</b>	<b>96</b>	<b>82</b>	<b>73</b>	<b>76</b>	<b>(3)</b>	<b>(3.9%)</b>	<b>68</b>	<b>7.4%</b>
Acute	230	205	25	12.2%	190	21.1%	69	60	51	87	75	68	72	(4)	(5.6%)	63	7.9%
SNF	21	16	5	31.3%	20	5.0%	7	7	1	9	7	5	4	1	25.0%	5	0.0%
<b>Patient Days, Total</b>	<b>1,147</b>	<b>992</b>	<b>155</b>	<b>15.6%</b>	<b>1,012</b>	<b>13.3%</b>	<b>309</b>	<b>291</b>	<b>241</b>	<b>414</b>	<b>400</b>	<b>333</b>	<b>319</b>	<b>14</b>	<b>4.4%</b>	<b>288</b>	<b>15.6%</b>
Acute	908	752	156	20.7%	766	18.5%	234	222	203	337	314	257	262	(5)	(1.9%)	236	8.9%
SNF	239	240	(1)	(0.4%)	246	(2.8%)	75	69	38	77	86	76	57	19	33.3%	52	46.2%
<b>ALOS, Total Discharges</b>	<b>4.57</b>	<b>4.49</b>	<b>(0.08)</b>	<b>(1.8%)</b>	<b>4.82</b>	<b>5.2%</b>	<b>4.07</b>	<b>4.34</b>	<b>4.63</b>	<b>4.31</b>	<b>4.88</b>	<b>4.56</b>	<b>4.20</b>	<b>(0.36)</b>	<b>(8.7%)</b>	<b>4.24</b>	<b>(7.7%)</b>
Acute	3.95	3.67	(0.28)	(7.6%)	4.03	2.1%	3.39	3.70	3.98	3.87	4.19	3.78	3.64	(0.14)	(3.9%)	3.75	(0.9%)
SNF	11.38	15.00	3.62	24.1%	12.30	7.5%	10.71	9.86	38.00	8.56	12.29	15.20	14.25	(0.95)	(6.7%)	10.40	(46.2%)
Adj Admissions	1,525	1,574	(49)	(3.1%)	1,221	24.9%	701	423	635	567	483	475	547	(72)	(13.2%)	467	1.7%
Adj Discharges	<b>1,556</b>	<b>1,574</b>	<b>(18)</b>	<b>(1.1%)</b>	<b>1,335</b>	<b>16.5%</b>	<b>683</b>	<b>457</b>	<b>516</b>	<b>598</b>	<b>495</b>	<b>462</b>	<b>547</b>	<b>(85)</b>	<b>(15.5%)</b>	<b>460</b>	<b>0.5%</b>
Adj Patient Days	7,110	7,065	45	0.6%	6,434	10.5%	2,778	1,987	2,392	2,579	2,414	2,109	2,297	(188)	(8.2%)	1,949	8.2%
<b>Births</b>	<b>35</b>	<b>34</b>	<b>1</b>	<b>2.9%</b>	<b>20</b>	<b>75.0%</b>	<b>18</b>	<b>11</b>	<b>10</b>	<b>12</b>	<b>13</b>	<b>10</b>	<b>12</b>	<b>(2)</b>	<b>(16.7%)</b>	<b>11</b>	<b>(9.1%)</b>
<b>Observation Days</b>	<b>147</b>	<b>143</b>	<b>4</b>	<b>2.8%</b>	<b>104</b>	<b>41.3%</b>	<b>48</b>	<b>60</b>	<b>68</b>	<b>60</b>	<b>37</b>	<b>50</b>	<b>54</b>	<b>(4)</b>	<b>(7.4%)</b>	<b>30</b>	<b>66.7%</b>
<b>Case Mix Index, Total</b>	<b>1.2190</b>	<b>1.2987</b>	<b>(0.0797)</b>	<b>(6.1%)</b>	<b>1.2694</b>	<b>(4.0%)</b>	<b>1.1700</b>	<b>1.1108</b>	<b>1.1330</b>	<b>1.1919</b>	<b>1.2400</b>	<b>1.2251</b>	<b>1.2987</b>	<b>(0.0736)</b>	<b>(5.7%)</b>	<b>1.2500</b>	<b>(2.0%)</b>
<b>Case Mix Index, Medicare</b>	<b>1.5035</b>	<b>1.3654</b>	<b>0.1381</b>	<b>10.1%</b>	<b>1.2923</b>	<b>16.3%</b>	<b>1.2883</b>	<b>1.4232</b>	<b>1.2763</b>	<b>1.3928</b>	<b>1.6476</b>	<b>1.4700</b>	<b>1.3654</b>	<b>0.1046</b>	<b>7.7%</b>	<b>1.0463</b>	<b>40.5%</b>



## Patient Volumes and Utilization Statistics

### Southwest Health System Consolidated

Through the Period Ending Mar-25

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Budget	# Var	% Var	Prior Year	% Var
<b>Total O/P Registrations</b>	15,700	15,833	(133)	(0.8%)	15,049	4.3%	5,469	4,802	5,102	5,463	4,990	5,247	5,573	(326)	(5.8%)	4,762	10.2%
<b>Surgeries, Total</b>	<b>240</b>	<b>209</b>	<b>31</b>	<b>14.8%</b>	<b>172</b>	<b>39.5%</b>	<b>89</b>	<b>64</b>	<b>60</b>	<b>87</b>	<b>77</b>	<b>76</b>	<b>70</b>	<b>6</b>	<b>8.6%</b>	<b>59</b>	<b>28.8%</b>
Inpatient	47	32	15	46.9%	39	20.5%	16	10	7	14	16	17	6	11	183.3%	10	70.0%
Outpatient	193	177	16	9.0%	133	45.1%	73	54	53	73	61	59	64	(5)	(7.8%)	49	20.4%
<b>Total GI Procedures</b>	278	321	(43)	(13.4%)	232	19.8%	100	79	61	94	88	96	124	(28)	(22.6%)	58	65.5%
<b>Emergency Visits</b>	3,545	3,407	138	4.1%	3,247	9.2%	1,089	1,057	1,072	1,191	1,125	1,229	1,164	65	5.6%	1,102	11.5%
<b>ER Conversion Rate</b>	7.4%	8.5%	--	(1.2%)	6.6%	0.8%	7.2%	5.9%	6.0%	7.6%	8.4%	6.1%	5.5%	--	0.6%	6.3%	(0.2%)
<b>ER Transfers Out</b>	156	0	156	0.0%	163	(4.3%)	52	46	43	62	54	40	0	40	0.0%	51	(21.6%)
<b>Rural Health Clinic Visits</b>	10,723	11,220	(497)	(4.4%)	10,692	0.3%	3,806	3,236	3,543	3,726	3,491	3,506	4,080	(574)	(14.1%)	3,228	8.6%
<b>Provider Based or Specialty Clinic Visits</b>	2,400	2,675	(275)	(10.3%)	2,203	8.9%	969	725	818	801	805	794	972	(178)	(18.3%)	596	33.2%
<b>Lab Tests</b>	41,827	40,066	1,761	4.4%	35,905	16.5%	13,585	11,164	12,562	14,860	13,232	13,735	13,426	309	2.3%	11,890	15.5%
<b>Total Therapy Treatments</b>	<b>8,999</b>	<b>9,293</b>	<b>(294)</b>	<b>(3.2%)</b>	<b>8,677</b>	<b>3.7%</b>	<b>3,548</b>	<b>2,821</b>	<b>2,591</b>	<b>3,131</b>	<b>3,034</b>	<b>2,834</b>	<b>3,514</b>	<b>(680)</b>	<b>(19.4%)</b>	<b>2,485</b>	<b>14.0%</b>
Occupational Therapy Treatments	0	419	(419)	(100.0%)	545	(100.0%)	0	0	0	0	0	0	162	(162)	(100.0%)	221	(100.0%)
Physical Therapy Treatments	7,275	7,645	(370)	(4.8%)	6,696	8.6%	2,856	2,237	2,131	2,479	2,478	2,318	2,878	(560)	(19.5%)	1,740	33.2%
Speech Therapy Treatments	1,724	1,229	495	40.3%	1,436	20.1%	692	584	460	652	556	516	474	42	8.9%	524	(1.5%)
<b>Wound Care Procedures</b>	241	338	(97)	(28.7%)	343	(29.7%)	80	85	110	99	83	59	125	(66)	(52.8%)	63	(6.3%)
<b>Pain Management Cases</b>	54	66	(12)	(18.2%)	63	(14.3%)	16	15	16	21	21	12	19	(7)	(36.8%)	21	(42.9%)
<b>Sleep Studies</b>	135	177	(42)	(23.7%)	164	(17.7%)	28	29	30	42	45	48	61	(13)	(21.3%)	57	(15.8%)
<b>Total Imaging Procedures</b>	<b>7,017</b>	<b>7,065</b>	<b>(48)</b>	<b>(0.7%)</b>	<b>6,586</b>	<b>6.5%</b>	<b>2,269</b>	<b>2,029</b>	<b>2,154</b>	<b>2,387</b>	<b>2,191</b>	<b>2,439</b>	<b>2,373</b>	<b>66</b>	<b>2.8%</b>	<b>2,222</b>	<b>9.8%</b>
CT Procedures	1,647	1,567	80	5.1%	1,466	12.3%	500	484	508	574	496	577	502	75	14.9%	490	17.8%
<b>MRI Procedures</b>	<b>386</b>	<b>407</b>	<b>(21)</b>	<b>(5.2%)</b>	<b>394</b>	<b>(2.0%)</b>	<b>141</b>	<b>99</b>	<b>115</b>	<b>130</b>	<b>125</b>	<b>131</b>	<b>145</b>	<b>(14)</b>	<b>(9.7%)</b>	<b>131</b>	<b>0.0%</b>
Inpatient	17	10	7	70.0%	10	70.0%	3	4	7	5	5	7	4	3	75.0%	3	133.3%
Outpatient	369	397	(28)	(7.1%)	384	(3.9%)	138	95	108	125	120	124	141	(17)	(12.1%)	128	(3.1%)
Mammography	1,078	972	106	10.9%	1,116	(3.4%)	262	333	364	373	304	401	341	60	17.6%	381	5.2%
Ultrasound	1,088	1,142	(54)	(4.7%)	1,020	6.7%	392	267	328	376	350	362	382	(20)	(5.2%)	359	0.8%
Nuclear Medicine	71	167	(96)	(57.5%)	66	7.6%	25	8	6	19	20	32	28	4	14.3%	25	28.0%
Other Imaging	2,747	142	2,605	1,834.5%	159	1,627.7%	69	61	62	915	896	936	57	879	1,542.1%	57	1,542.1%



# Operating Performance Summary

Southwest Health System Consolidated

Through the Period Ending Mar-25

	Fiscal Year-to-Date						Six-Month Trend						Current Month				
	Actual	Budget	\$ Var	% Var	Prior	% Var	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Budget	\$ Var	% Var	Prior Year	% Var
Inpatient Revenue	\$7,030	\$5,849	\$1,181	20.2%	\$5,953	18.1%	\$1,556	\$1,735	\$1,349	\$2,392	\$2,313	\$2,325	\$1,961	\$364	18.5%	\$1,774	31.1%
Outpatient Revenue	36,548	35,807	741	2.1%	31,895	14.6%	12,430	10,110	12,041	12,506	11,642	12,400	12,162	238	2.0%	10,232	21.2%
<b>Gross Patient Revenue</b>	<b>43,578</b>	<b>41,656</b>	<b>1,922</b>	<b>4.6%</b>	<b>37,848</b>	<b>15.1%</b>	<b>13,986</b>	<b>11,845</b>	<b>13,390</b>	<b>14,898</b>	<b>13,955</b>	<b>14,725</b>	<b>14,123</b>	<b>602</b>	<b>4.3%</b>	<b>12,006</b>	<b>22.7%</b>
<b>Revenue Deductions</b>																	
Medicare	7,360	6,771	(589)	(8.7%)	5,667	(29.9%)	2,248	1,996	2,264	2,533	2,487	2,340	2,286	(54)	(2.4%)	2,164	(8.1%)
Medicaid	8,279	7,550	(729)	(9.7%)	6,975	(18.7%)	2,420	2,072	2,347	2,641	2,596	3,042	2,534	(508)	(20.0%)	2,027	(50.1%)
Prior Year Cost Report Adj-MCARE	38	0	(38)	0.0%	0	0.0%	(30)	(664)	0	0	0	38	0	(38)	0.0%	0	0.0%
Prior Year Cost Report Adj-MCAID	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other Directed Payment Programs	(3,141)	(3,141)	0	0.0%	(2,848)	10.3%	(1,068)	(1,057)	(2,152)	(1,047)	(1,047)	(1,047)	(1,047)	0	0.0%	(949)	10.3%
Managed Medicare	4,942	4,761	(181)	(3.8%)	4,417	(11.9%)	1,619	1,356	1,770	1,863	1,505	1,575	1,603	28	1.7%	1,449	(8.7%)
Managed Care (HMO/PPO) Discounts	2,018	2,979	961	32.3%	2,518	19.9%	559	761	886	555	705	758	1,028	270	26.3%	911	16.8%
Charity & Indigent care	1,173	1,264	91	7.2%	1,086	(8.0%)	536	238	399	340	443	390	431	41	9.5%	278	(40.3%)
Other Discounts	1,280	1,407	127	9.0%	1,265	(1.2%)	678	402	522	561	372	346	478	132	27.6%	291	(18.9%)
Implicit Price Concessions	2,370	869	(1,501)	(172.7%)	1,113	(112.9%)	656	444	323	635	1,086	649	294	(355)	(120.7%)	391	(66.0%)
<b>Total Deductions</b>	<b>24,319</b>	<b>22,460</b>	<b>(1,859)</b>	<b>(8.3%)</b>	<b>20,193</b>	<b>(20.4%)</b>	<b>7,618</b>	<b>5,548</b>	<b>6,359</b>	<b>8,081</b>	<b>8,147</b>	<b>8,091</b>	<b>7,607</b>	<b>(484)</b>	<b>(6.4%)</b>	<b>6,562</b>	<b>(23.3%)</b>
<b>Net Patient Revenue</b>	<b>19,259</b>	<b>19,196</b>	<b>63</b>	<b>0.3%</b>	<b>17,655</b>	<b>9.1%</b>	<b>6,368</b>	<b>6,297</b>	<b>7,031</b>	<b>6,817</b>	<b>5,808</b>	<b>6,634</b>	<b>6,516</b>	<b>118</b>	<b>1.8%</b>	<b>5,444</b>	<b>21.9%</b>
Other Revenue	2,181	1,757	424	24.1%	1,310	66.5%	638	772	581	649	617	915	599	316	52.7%	444	106.0%
<b>Net Operating Revenue</b>	<b>21,440</b>	<b>20,953</b>	<b>487</b>	<b>2.3%</b>	<b>18,965</b>	<b>13.1%</b>	<b>7,006</b>	<b>7,069</b>	<b>7,612</b>	<b>7,466</b>	<b>6,425</b>	<b>7,549</b>	<b>7,115</b>	<b>434</b>	<b>6.1%</b>	<b>5,888</b>	<b>28.2%</b>
<b>Operating Expenses</b>																	
Salaries	8,265	8,527	262	3.1%	7,651	(8.0%)	3,007	2,843	2,507	2,828	2,683	2,754	2,840	86	3.1%	2,336	(17.9%)
Contract Labor	999	1,079	80	7.4%	1,821	45.1%	369	460	317	248	359	392	371	(21)	(5.7%)	661	40.7%
Employee Benefits	1,751	1,815	64	3.5%	1,653	(5.9%)	660	614	607	615	635	501	605	104	20.8%	533	6.0%
Professional Fees	292	461	169	36.7%	407	28.3%	90	44	197	86	107	99	156	57	57.6%	157	36.9%
Medical Supplies	1,097	1,094	(3)	(0.3%)	911	(20.4%)	418	359	286	388	376	334	390	56	16.8%	268	(24.6%)
Pharmaceutical Supplies	2,445	2,434	(11)	(0.5%)	2,096	(16.7%)	798	863	883	949	718	778	771	(7)	(0.9%)	755	(3.0%)
Other Supplies	257	327	70	21.4%	241	(6.6%)	90	66	74	83	73	100	118	18	18.0%	73	(37.0%)
Purchased Services	978	953	(25)	(2.6%)	852	(14.8%)	320	367	378	282	395	301	319	18	6.0%	280	(7.5%)
Lease and Rent	48	86	38	44.2%	104	53.8%	10	9	7	22	12	14	29	15	107.1%	31	54.8%
Insurance	213	265	52	19.6%	243	12.3%	77	72	75	53	82	79	88	9	11.4%	78	(1.3%)
Utilities	171	265	94	35.5%	218	21.6%	66	115	94	51	68	51	91	40	78.4%	109	53.2%
Depreciation & Amortization	764	893	129	14.4%	934	18.2%	265	256	265	264	236	264	298	34	12.9%	317	16.7%
Interest	308	353	45	12.7%	364	15.4%	108	104	107	106	96	105	118	13	12.4%	131	19.8%
Other	1,960	1,993	33	1.7%	1,897	(3.3%)	628	628	688	655	666	639	663	24	3.8%	584	(9.4%)
<b>Total Operating Expenses</b>	<b>19,548</b>	<b>20,545</b>	<b>997</b>	<b>4.9%</b>	<b>19,392</b>	<b>(0.8%)</b>	<b>6,906</b>	<b>6,800</b>	<b>6,485</b>	<b>6,630</b>	<b>6,506</b>	<b>6,411</b>	<b>6,857</b>	<b>446</b>	<b>7.0%</b>	<b>6,313</b>	<b>(1.6%)</b>
<b>Operating Margin</b>	<b>1,892</b>	<b>408</b>	<b>1,484</b>	<b>363.7%</b>	<b>(427)</b>	<b>(104.7%)</b>	<b>100</b>	<b>269</b>	<b>1,127</b>	<b>836</b>	<b>(81)</b>	<b>1,138</b>	<b>\$258</b>	<b>880</b>	<b>77.3%</b>	<b>(425)</b>	<b>(367.8%)</b>
<b>Non-Operating Revenue (Exp)</b>																	
Investment Income	299	59	240	406.8%	52	475.0%	(54)	33	(7)	65	105	130	20	110	550.0%	40	225.0%
Other	573	521	52	10.0%	698	(17.9%)	257	226	160	202	212	159	174	(15)	(8.6%)	304	(47.7%)
<b>Total Non-Operating Revenue (Exp)</b>	<b>872</b>	<b>580</b>	<b>292</b>	<b>50.3%</b>	<b>750</b>	<b>16.3%</b>	<b>203</b>	<b>259</b>	<b>153</b>	<b>267</b>	<b>317</b>	<b>289</b>	<b>194</b>	<b>95</b>	<b>49.0%</b>	<b>344</b>	<b>(16.0%)</b>
<b>Net Margin</b>	<b>\$2,764</b>	<b>\$988</b>	<b>\$1,776</b>	<b>179.8%</b>	<b>\$323</b>	<b>755.7%</b>	<b>\$303</b>	<b>\$528</b>	<b>\$1,280</b>	<b>\$1,103</b>	<b>\$236</b>	<b>\$1,427</b>	<b>\$452</b>	<b>\$975</b>	<b>215.7%</b>	<b>(\$81)</b>	<b>1,903.0%</b>
<b>EBIDA</b>	<b>\$3,836</b>	<b>\$2,234</b>	<b>\$1,602</b>	<b>71.7%</b>	<b>\$1,621</b>	<b>136.6%</b>	<b>\$676</b>	<b>\$888</b>	<b>\$1,652</b>	<b>\$1,473</b>	<b>\$568</b>	<b>\$1,796</b>	<b>\$868</b>	<b>\$928</b>	<b>106.9%</b>	<b>\$367</b>	<b>389.4%</b>
<b>Total Profit Margin</b>	12.9%	4.7%			1.7%		4.3%	7.5%	16.8%	14.8%	3.7%	18.9%	6.4%			(1.4%)	
<b>EBIDA Margin</b>	17.9%	10.7%			8.5%		9.6%	12.6%	21.7%	19.7%	8.8%	23.8%	12.2%			6.2%	



**Income Statement**  
**Southwest Health System Consolidated**  
*Through the Period Ending Mar-25*

Current Month									
Actual	%GPR	Budget	%GPR	Variance *		Prior Year	%GPR	Variance *	
				\$	%			\$	%
\$2,325	15.8%	\$1,961	13.9%	\$364	18.5%	\$1,774	14.8%	\$551	31.1%
12,400	84.2%	12,162	86.1%	238	2.0%	10,232	85.2%	2,168	21.2%
<b>14,725</b>	<b>100.0%</b>	<b>14,123</b>	<b>100.0%</b>	<b>602</b>	<b>4.3%</b>	<b>12,006</b>	<b>100.0%</b>	<b>2,719</b>	<b>22.7%</b>
2,340	15.9%	2,286	16.2%	(54)	(4.0%)	2,164	18.0%	(176)	(9.9%)
3,042	20.7%	2,534	17.9%	(508)	(20.0%)	2,027	16.9%	(1,015)	(50.1%)
38	0.3%	0	0.0%	(38)	0.0%	0	0.0%	(38)	0.0%
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(1,047)	-7.1%	(1,047)	-7.4%	0	0.0%	(949)	-7.9%	98	10.3%
1,575	10.7%	1,603	11.4%	28	1.7%	1,449	12.1%	(126)	(8.7%)
758	5.1%	1,028	7.3%	270	26.3%	911	7.6%	153	16.9%
390	2.6%	431	3.1%	41	9.4%	278	2.3%	(112)	(40.5%)
346	2.3%	478	3.4%	132	27.6%	291	2.4%	(55)	(19.0%)
649	4.4%	294	2.1%	(355)	(121.1%)	391	3.3%	(258)	(66.1%)
<b>8,091</b>	<b>54.9%</b>	<b>7,607</b>	<b>53.9%</b>	<b>(484)</b>	<b>(6.4%)</b>	<b>6,562</b>	<b>54.7%</b>	<b>(1,529)</b>	<b>(23.3%)</b>
<b>6,634</b>	<b>45.1%</b>	<b>6,516</b>	<b>46.1%</b>	<b>118</b>	<b>1.8%</b>	<b>5,444</b>	<b>45.3%</b>	<b>1,190</b>	<b>21.9%</b>
915	6.2%	599	4.2%	316	52.7%	444	3.7%	471	106.0%
<b>7,549</b>	<b>51.3%</b>	<b>7,115</b>	<b>50.4%</b>	<b>434</b>	<b>6.1%</b>	<b>5,888</b>	<b>49.0%</b>	<b>1,661</b>	<b>28.2%</b>
%NOR		%NOR				%NOR			
2,754	36.5%	2,840	39.9%	86	3.0%	2,336	39.7%	(418)	(17.9%)
392	5.2%	371	5.2%	(21)	(5.7%)	661	11.2%	269	40.7%
501	6.6%	605	8.5%	104	17.2%	533	9.1%	32	6.0%
99	1.3%	156	2.2%	57	36.4%	157	2.7%	58	36.6%
334	4.4%	390	5.5%	56	14.4%	268	4.6%	(66)	(24.7%)
778	10.3%	771	10.8%	(7)	(1.0%)	755	12.8%	(23)	(3.1%)
100	1.3%	118	1.7%	18	15.2%	73	1.2%	(27)	(37.6%)
301	4.0%	319	4.5%	18	5.5%	280	4.8%	(21)	(7.7%)
14	0.2%	29	0.4%	15	50.1%	31	0.5%	17	53.3%
79	1.0%	88	1.2%	9	10.7%	78	1.3%	(1)	(0.8%)
51	0.7%	91	1.3%	40	43.4%	109	1.9%	58	52.9%
264	3.5%	298	4.2%	34	11.4%	317	5.4%	53	16.7%
105	1.4%	118	1.7%	13	10.4%	131	2.2%	26	19.4%
639	8.5%	663	9.3%	24	3.7%	584	9.9%	(55)	(9.4%)
<b>6,411</b>	<b>84.9%</b>	<b>6,857</b>	<b>96.4%</b>	<b>446</b>	<b>6.5%</b>	<b>6,313</b>	<b>107.2%</b>	<b>(98)</b>	<b>(1.6%)</b>
<b>1,138</b>	<b>15.1%</b>	<b>258</b>	<b>3.6%</b>	<b>880</b>	<b>337.9%</b>	<b>(425)</b>	<b>-7.2%</b>	<b>1,563</b>	<b>368.9%</b>
130	1.7%	20	0.3%	110	550.0%	40	0.7%	90	225.0%
159	2.1%	174	2.4%	(15)	(8.6%)	304	5.2%	(145)	(47.7%)
<b>289</b>	<b>3.8%</b>	<b>194</b>	<b>2.7%</b>	<b>95</b>	<b>49.0%</b>	<b>344</b>	<b>5.8%</b>	<b>(55)</b>	<b>(16.0%)</b>
<b>\$1,427</b>	<b>18.9%</b>	<b>\$452</b>	<b>6.4%</b>	<b>\$975</b>	<b>215.7%</b>	<b>(\$81)</b>	<b>-1.4%</b>	<b>\$1,508</b>	<b>1,861.7%</b>
<b>\$1,796</b>	<b>23.8%</b>	<b>\$868</b>	<b>12.2%</b>	<b>\$928</b>	<b>106.9%</b>	<b>\$367</b>	<b>6.2%</b>	<b>\$1,429</b>	<b>389.4%</b>

(164)  
(64)  
(165)  
(304)  
0  
1,100

Fiscal-Year-to-Date										
	Actual	%GPR	Budget	%GPR	Variance *		Prior Year	%GPR	Variance *	
					\$	%			\$	%
Inpatient Revenue	\$7,030	16.1%	\$5,849	14.0%	\$1,181	20.2%	\$5,953	15.7%	\$1,077	18.1%
Outpatient Revenue	36,548	83.9%	35,807	86.0%	741	2.1%	31,895	84.3%	4,653	14.6%
TOTAL GROSS PATIENT REVENUE	43,578	100.0%	41,656	100.0%	1,922	4.6%	37,848	100.0%	5,730	15.1%
REVENUE DEDUCTIONS										
Medicare Contractual	7,360	16.9%	6,771	16.3%	(589)	(9.3%)	5,667	15.0%	(1,693)	(30.5%)
Medicaid Contractual	8,279	19.0%	7,550	18.1%	(729)	(9.7%)	6,975	18.4%	(1,304)	(18.7%)
Prior Year Medicare Cost Report Adj.	38	0.1%	0	0.0%	(38)	0.0%	0	0.0%	(38)	0.0%
Prior Year Medicaid Cost Report Adj.	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Directed Payment Programs	(3,141)	-7.2%	(3,141)	-7.5%	0	0.0%	(2,848)	-7.5%	293	10.3%
Managed Medicare	4,942	11.3%	4,761	11.4%	(181)	(3.8%)	4,417	11.7%	(525)	(11.9%)
Managed Care (HMO/PPO) Discounts	2,018	4.6%	2,979	7.2%	961	32.3%	2,518	6.7%	500	19.9%
Charity & Indigent Discounts	1,173	2.7%	1,264	3.0%	91	7.2%	1,086	2.9%	(87)	(8.0%)
Other Discounts	1,280	2.9%	1,407	3.4%	127	9.0%	1,265	3.3%	(15)	(1.2%)
Implicit Price Concessions	2,370	5.4%	869	2.1%	(1,501)	(172.7%)	1,113	2.9%	(1,257)	(113.0%)
TOTAL REVENUE DEDUCTIONS	24,319	55.8%	22,460	53.9%	(1,859)	(8.3%)	20,193	53.4%	(4,126)	(20.4%)
TOTAL NET PATIENT REVENUE	19,259	44.2%	19,196	46.1%	63	0.3%	17,655	46.6%	1,604	9.1%
Other Revenue	2,181	5.0%	1,757	4.2%	424	24.1%	1,310	3.5%	871	66.5%
TOTAL NET REVENUE	21,440	49.2%	20,953	50.3%	487	2.3%	18,965	50.1%	2,475	13.1%
OPERATING EXPENSE										
		%NOR		%NOR				%NOR		
Salary and Wages	8,265	38.5%	8,527	40.7%	262	3.1%	7,651	40.3%	(614)	(8.0%)
Contract Labor	999	4.7%	1,079	5.1%	80	7.4%	1,821	9.6%	822	45.1%
Employee Benefits	1,751	8.2%	1,815	8.7%	64	3.5%	1,653	8.7%	(98)	(5.9%)
Professional Fees	292	1.4%	461	2.2%	169	36.6%	407	2.1%	115	28.3%
Medical Supplies	1,097	5.1%	1,094	5.2%	(3)	(0.3%)	911	4.8%	(186)	(20.4%)
Pharmaceutical Supplies	2,445	11.4%	2,434	11.6%	(11)	(0.4%)	2,096	11.1%	(349)	(16.7%)
Other Supplies	257	1.2%	327	1.6%	70	21.5%	241	1.3%	(16)	(6.4%)
Purchased Services	978	4.6%	953	4.5%	(25)	(2.6%)	852	4.5%	(126)	(14.8%)
Lease and Rent	48	0.2%	86	0.4%	38	44.3%	104	0.5%	56	53.9%
Insurance	213	1.0%	265	1.3%	52	19.6%	243	1.3%	30	12.4%
Utilities	171	0.8%	265	1.3%	94	35.6%	218	1.1%	47	21.7%
Depreciation & Amortization	764	3.6%	893	4.3%	129	14.5%	934	4.9%	170	18.2%
Interest	308	1.4%	353	1.7%	45	12.8%	364	1.9%	56	15.4%
Other Total Operating Expenses	1,960	9.1%	1,993	9.5%	33	1.7%	1,897	10.0%	(63)	(3.3%)
TOTAL OPERATING EXPENSES	19,548	91.2%	20,545	98.1%	997	4.9%	19,392	102.3%	(156)	(0.8%)
OPERATING MARGIN	1,892	8.8%	408	1.9%	1,484	365.8%	(427)	-2.3%	2,319	543.5%
NON-OPERATING REVENUE (EXP)										
Investment Income	299	1.4%	59	0.3%	240	406.8%	52	0.3%	247	475.0%
Other Total Non-Operating Expenses (EXP)	573	2.7%	521	2.5%	52	10.0%	698	3.7%	(125)	(17.9%)
TOTAL NON-OPERATING REVENUE (EXP)	872	4.1%	580	2.8%	292	50.3%	750	4.0%	122	16.3%
NET MARGIN	\$2,764	12.9%	\$988	4.7%	\$1,776	179.8%	\$323	1.7%	\$2,441	755.7%
EBIDA	\$3,836	17.9%	\$2,234	10.7%	\$1,602	71.7%	\$1,621	8.5%	\$2,215	136.6%

Bond Debt Payment (491)  
Line of Credit Payment (191)  
Reserve for Capital Infrastructure (568)  
Capital Purchases (315)  
Medicare Overpayment - Repayment 0  
Grand Total 2,271

(491)  
(231)  
(524)  
(20)  
(477)  
(121)



## Balance Sheet

### Southwest Health System Consolidated

	Mar-25 Current Month	Feb-25 Previous Month	Variance*		Mar-24 Last Year	Variance		Dec-24 Last Year End	Variance*	
			\$	%		\$	%		\$	%
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	\$6,769	\$5,978	\$791	13.2%	\$5,237	\$1,532	29.2%	\$5,936	\$833	14.0%
Short-Term Investments	11,017	10,905	112	1.0%	8,253	2,764	33.5%	10,771	246	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	7,404	7,636	(232)	(3.0%)	7,964	(560)	(7.0%)	7,189	215	3.0%
Inventories	1,611	1,606	5	0.3%	1,355	256	18.9%	1,597	14	0.9%
Other Current Assets	2,216	2,010	206	10.3%	1,718	498	29.0%	1,625	591	36.4%
<b>Total Current Assets</b>	<b>29,017</b>	<b>28,135</b>	<b>882</b>	<b>3.1%</b>	<b>24,527</b>	<b>4,490</b>	<b>18.3%</b>	<b>27,118</b>	<b>1,899</b>	<b>7.0%</b>
Assets Whose Use is Limited or Donor-Restricted Net of Amount Required for Current Liabilities	6,242	6,073	169	2.8%	4,608	1,634	35.5%	5,657	585	10.3%
Property, Plant, and Equipment, Net	28,805	28,868	(63)	(0.2%)	30,966	(2,161)	(7.0%)	29,306	(501)	(1.7%)
Noncurrent Investments (Unrestricted)	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Assets	198	202	(4)	(1.7%)	198	0	(1.3%)	196	2	1.0%
<b>Total Assets</b>	<b>\$64,262</b>	<b>\$63,278</b>	<b>\$984</b>	<b>1.6%</b>	<b>\$60,299</b>	<b>\$3,963</b>	<b>6.6%</b>	<b>\$62,277</b>	<b>\$1,985</b>	<b>3.2%</b>
<b>LIABILITIES AND FUND BALANCES</b>										
Current Liabilities										
Accounts Payable	\$2,611	\$2,389	\$222	9.3%	\$3,530	(\$919)	(26.1%)	\$2,352	\$259	11.0%
Accrued Expense Payable	4,243	3,919	324	8.3%	3,513	730	20.8%	3,526	717	20.3%
Estimated Third Party Payor Settlements	2,868	2,761	107	3.9%	3,518	(650)	(18.5%)	3,049	(181)	(5.9%)
Other Current Liabilities	3,210	4,161	(951)	(22.8%)	4,317	(1,107)	(25.6%)	4,388	(1,178)	(26.8%)
Current Portion of Long-Term Debt	1,096	1,227	(131)	(10.7%)	1,590	(494)	(31.1%)	408	688	168.6%
Short Term Lease Obligations	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>Total Current Liabilities</b>	<b>14,028</b>	<b>14,457</b>	<b>(429)</b>	<b>(3.0%)</b>	<b>16,468</b>	<b>(2,440)</b>	<b>(14.8%)</b>	<b>13,723</b>	<b>305</b>	<b>2.2%</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	24,072	24,068	4	0.0%	25,145	(1,073)	(4.3%)	25,141	(1,069)	(4.3%)
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>Total Liabilities</b>	<b>38,100</b>	<b>38,525</b>	<b>(425)</b>	<b>(1.1%)</b>	<b>41,613</b>	<b>(3,513)</b>	<b>(8.4%)</b>	<b>38,864</b>	<b>(764)</b>	<b>(2.0%)</b>
Fund Balances										
Unrestricted	26,282	24,858	1,424	5.7%	\$18,686	\$7,596	40.7%	\$23,522	\$2,760	11.7%
Temporarily Donor-Restricted	(120)	(105)	(15)	(14.3%)	0	(120)	#####	(109)	(\$11)	10.1%
Permanently Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	\$0	0.0%
<b>Total Fund Balances</b>	<b>26,162</b>	<b>24,753</b>	<b>1,409</b>	<b>5.7%</b>	<b>18,686</b>	<b>7,476</b>	<b>40.0%</b>	<b>23,413</b>	<b>2,749</b>	<b>11.7%</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$64,262</b>	<b>\$63,278</b>	<b>\$984</b>	<b>1.6%</b>	<b>\$60,299</b>	<b>\$3,963</b>	<b>6.6%</b>	<b>\$62,277</b>	<b>\$1,985</b>	<b>3.2%</b>
<b>Days Cash on Hand</b>										
Capital Infrastructure	85	80	5	6.2%	65	20	30.7%	78	7	8.6%
Bond Debt Reserve	17	16								
	6	6								
<b>Total Reportable DCOH</b>	<b>109</b>	<b>102</b>								



**Statement Of Cash Flows**  
**Southwest Health System Consolidated**  
 Mar-25

	<b>Current Month</b>	<b>Fiscal YTD</b>
<b>Cash Flows From Operating Activities</b>		
Net Margin	\$1,427	\$2,764
Adjustment for Depreciation and Amortization	264	764
Change in Working Capital		
Short-Term Investments	(112)	(246)
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	232	(215)
Inventories	(5)	(14)
Other Current Assets	(206)	(591)
Accounts Payable	222	259
Accrued Expense Payable	324	717
Estimated Third-Party Payor Settlements	107	(181)
Other Current Liabilities	(951)	(1,178)
Net Cash Provided (Used) by Operating Activities	1,302	2,079
<b>Changes in Noncurrent Assets and Liabilities</b>		
Assets Whose Use is Limited or Donor-Restricted	(169)	(585)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	4	(2)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	(165)	(587)
<b>Capital and Related Financing Activities</b>		
Property, Plant & Equipment	(201)	(263)
Inter-Company	0	0
Current Portion of Long-Term Debt	(131)	688
Long-Term Debt	4	(1,069)
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	(18)	(15)
Net Capital & Related Financing Activities	(346)	(659)
Net Increase (Decrease) in Cash	791	833
Cash at Beginning of Period	5,978	5,936
<b>Cash at End of Period</b>	<b>\$6,769</b>	<b>\$6,769</b>

Southwest Health System, Inc  
Schedule of Debt Payments  
3/31/2025

	District Sales Tax MCHD	Hosp Portion SWHS	Total Debt Payment	Restricted for Capital Imprvmnt	Disbursement	Interest Earned Capital Imprvmnt
2022 YTD	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
2023 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		10,928.61
Nov-24	202,684.29	165,000.00	163,672.92	204,011.37	\$ (54,420.00)	11,431.63
Dec-24	194,790.61	165,000.00	163,672.92	196,117.69	(340,850.00)	44,783.62
2024 YTD	2,210,906.20	1,980,000.00	1,964,075.04	2,226,831.16	(937,013.53)	177,743.59
<b>Running Total</b>				<b>3,744,284.19</b>	<b>(937,013.53)</b>	<b>231,894.73</b>
2025						
Jan-25	181,478.36	165,000.00	163,672.92	182,805.44		12,254.40
Feb-25	195,724.47	165,000.00	163,672.92	197,051.55		11,515.63
Mar-25	152,721.94	165,000.00	163,672.92	154,049.02		10,765.50
Apr-25						
May-25						
Jun-25						
Jul-25						
Aug-25						
Sep-25						
Oct-25						
Nov-25						
Dec-25						
2025 YTD	529,924.77	495,000.00	491,018.76	533,906.01	-	34,535.53
<b>Running Total</b>				<b>4,278,190.20</b>	<b>(937,013.53)</b>	<b>266,430.26</b>
				Available for Capital Improvements		3,607,606.93

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.

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 12/31/2024	31 Actual 1/31/2025	28 Actual 2/28/2025	31 Actual 3/31/2025
Return on Assets		6.86%	5.72%	10.01%	10.11%	9.95%	9.01%	8.58%	8.67%			13.91%
25th Percentile		1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%			1.15%
37 1/2th Percentile		1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%			1.73%
50th Percentile		2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%			2.30%
75th Percentile		2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%			2.88%
Acid Test Ratio												
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	16,706,845	16,847,847	16,883,316	17,786,077
Accounts Receivable		6,934,439	5,509,664	5,855,165	6,199,239	7,963,525	6,576,725	7,434,147	7,189,199	7,908,683	7,635,938	7,403,668
Unrestricted Investments		1,131,110	1,180,793	1,186,233	1,303,804	1,381,570	1,424,474	1,427,067	1,501,408	1,504,942	1,507,891	1,504,411
Current Liabilities		18,044,197	16,620,586	16,675,836	16,525,284	16,467,918	16,444,750	16,577,158	13,722,766	14,520,278	14,451,669	14,023,714
Acid Test Ratio		1.21	1.26	1.32	1.31	1.39	1.38	1.54	1.85	1.81	1.80	1.90
25th Percentile		0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33
37 1/2th Percentile		0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49
50th percentile		0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65
75th Percentile		0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81
Current Ratio												
Total Current Assets		23,968,195	22,911,541	23,698,427	23,276,391	24,526,181	24,613,214	27,436,295	27,117,651	28,002,131	28,135,095	29,017,201
Unrestricted Investments		1,131,110	1,180,793	1,186,233	1,303,804	1,381,570	1,424,474	1,427,067	1,501,408	1,504,942	1,507,891	1,504,411
Current Liabilities		18,044,197	16,620,586	16,675,836	16,525,284	16,467,918	16,444,750	16,577,158	13,722,766	14,520,278	14,451,669	14,023,714
Current Ratio		1.39	1.45	1.49	1.49	1.57	1.58	1.74	2.09	2.03	2.05	2.18
25th Percentile		1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32
37 1/2th Percentile		1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97
50th percentile		2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63
75th Percentile		3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29
Days Cash on Hand												
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	16,706,845	16,847,847	16,883,316	17,786,077
Daily Cash Operating Expense (Rolling 3 mos)				196,745	212,739	205,016	206,471	212,569	210,294	207,899	209,825	209,129
Daily Cash Operating Expense (Rolling 6 mos)				201,347	204,605	208,898	205,743	209,537	211,431	210,776	212,531	209,718
Daily Cash Operating Expense (Rolling 12 mos)		199,000	204,143	203,701	205,737	205,123	205,240	209,217	208,603	208,714	209,473	209,627
DCOH (Unrestricted Cash)		52	53	58	17	26	31	27	28	29	28	32
OH (Self-Restricted/Restricted Investments)		18	17	30	63	57	57	70	72	74	75	76
DCOH OLD *		69	70	74	69	66	72	80	80	81	81	85
DCOH CHC **		67	70	74	69	65	71	80	79	80	79	85
DCOH NEW ***				88	80	83	88	98	100	103	103	109
Debt Service Coverage Ratio (Rolling 12 months)												
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	9,848,471	10,631,196	10,492,291	11,300,005
Investment Value Change		45,951	24,123	-109,336	52,969	21,839	41,426	64,005	-31,468	18,222	86,998	28,277
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	2,626,048
Debt Service Coverage Ratio		1.15	1.11	2.35	2.30	2.67	2.49	3.18	3.75	4.05	4.00	4.30
Debt to Capitalization												
Long Term Debt		26,075,139	25,503,776	25,289,882	24,770,872	25,145,137	25,155,497	25,165,895	25,140,805	24,065,181	24,068,300	24,071,743
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	-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	23,343,854	22,268,230	22,271,348	22,274,791
URNA		17,077,662	18,498,192	17,896,120	17,516,899	18,284,393	18,067,098	18,960,037	19,643,648	24,620,358	23,754,964	24,943,784
Debt to Capitalization Ratio		58.71%	56.17%	57.06%	56.74%	56.08%	56.39%	55.21%	54.30%	47.49%	48.39%	47.17%

\*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.



# CEO Report

Board Meeting Date: April 30<sup>th</sup>, 2025

Committee or Staff Completing Report: Joe Theine

Date of Committee Meeting (if applicable): n/a



## **Wins – one to two highlights of what has gone well.**

- The Colorado Joint Budget Committee included a 1.6% increase in Medicaid provider fees.
- Congressman Hurd signed a letter to House Republican Leadership support rural healthcare delivery and many aspects of future Medicaid funding.

## **Opportunities – one to two highlights of current upcoming opportunities or challenges.**

- Hospital Week Begins May 10 and continues through the 16<sup>th</sup>. Look for more information about events. Board members are encouraged to attend the Fiesta on Friday, 5/16 from 11a – 1p. If there are other events you would like to join, please RSVP to Bridgett so we can introduce and recognize you with our staff.

## **Report**

### **Physician | APP Recruiting**

- PRN ED|WIC Physician Offer Accepted.
- Interviewed OB|GYN physician.
- Interviewed Podiatrist.

### **Operations Updates**

- Diagnostic imaging master facility planning work on-site planning days completed.
- Community Health Needs Assessment underway. Survey for community members to be released late April or early May. Key informant interviewees identified.
- Community Care Alliance, Regional Care Collaboration Implementation commenced.

### **Community Engagement**

- Steve Elias, Dean Katz School of Business, Fort Lewis College
- Montezuma County Republicans
- Josh Neff, President CommonSpirit Mercy Hospital
- Teacher Housing Assessment Support Meeting, Montezuma Cortez RE-1 School District
- Fort Lewis College Incoming President, Dr. Heather Shotton
- Montezuma County Board of County Commissioners, Quarterly Update

### **Staff Meetings & Internal Engagement**

- First CEO Roundtable of 2025
- Nutrition and Dietary 'Walk in the Shoes' Department Shadowing
- General Medical Staff Meeting
- Fort Lewis College Final Candidate Meet and Greet
- Emergency Department Physician/APP Meeting

### **Other Meetings / Engagement**

- Dartmouth Healthcare Delivery Symposium
- Patrick Colleran, Vectra Bank
- Community Hospital Site Visit, McCook NE

### **Other Notable Items**

- None

## **Attachments (if any)**

None

# General Ledger Detail

## Montezuma County Hospital District

For the period March 1, 2025 to March 31, 2025

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE	RELATED ACCOUNT
<b>100 - Business Checking - 7189</b>							
<b>Opening Balance</b>				<b>1,440,324.31</b>	<b>-</b>	<b>1,440,324.31</b>	
Mar 20, 2025	Payable Payment	Payment: Montezuma Valley Irrigation	3010	-	615.00	1,439,709.31	200 - Accounts Payable
Mar 31, 2025	Spend Money	Vectra Bank		-	3.00	1,439,706.31	630 - Other Fees/Bank Fees
Mar 31, 2025	Receive Money	Southwest Health System		4,630.00	-	1,444,336.31	403 - Lease Income
Mar 31, 2025	Receive Money	NOW Account Interest		2,827.72	-	1,447,164.03	470 - Interest Income
<b>Total 100 - Business Checking - 7189</b>				<b>7,457.72</b>	<b>618.00</b>	<b>1,447,164.03</b>	
<b>Net movement</b>				<b>6,839.72</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>1,447,164.03</b>	<b>-</b>	<b>1,447,164.03</b>	
<b>102 - MCHD Health Facilities Checking - 897</b>							
<b>Opening Balance</b>				<b>300,157.27</b>	<b>-</b>	<b>300,157.27</b>	
Mar 10, 2025	Receive Money	State of Colorado		131,589.79	-	431,747.06	406 - Sales Tax.
Mar 12, 2025	Receive Money	State of Colorado		14,602.64	-	446,349.70	406 - Sales Tax.
Mar 12, 2025	Receive Money	State of Colorado		1,333.51	-	447,683.21	406 - Sales Tax.
Mar 20, 2025	Payable Payment	Payment: Southwest Health System	1103	-	152,721.94	294,961.27	200 - Accounts Payable
Mar 31, 2025	Spend Money	Vectra Bank		-	3.00	294,958.27	630 - Other Fees/Bank Fees
<b>Total 102 - MCHD Health Facilities Checking - 897</b>				<b>147,525.94</b>	<b>152,724.94</b>	<b>294,958.27</b>	
<b>Net movement</b>				<b>-</b>	<b>5,199.00</b>	<b>-</b>	
<b>Closing Balance</b>				<b>294,958.27</b>	<b>-</b>	<b>294,958.27</b>	
<b>103 - Public Funds Savings</b>							
<b>Opening Balance</b>				<b>1,933.17</b>	<b>-</b>	<b>1,933.17</b>	
Mar 31, 2025	Receive Money	Savings Interest		0.02	-	1,933.19	470 - Interest Income
Mar 31, 2025	Spend Money	Vectra Bank		-	3.00	1,930.19	630 - Other Fees/Bank Fees
<b>Total 103 - Public Funds Savings</b>				<b>0.02</b>	<b>3.00</b>	<b>1,930.19</b>	
<b>Net movement</b>				<b>-</b>	<b>2.98</b>	<b>-</b>	
<b>Closing Balance</b>				<b>1,930.19</b>	<b>-</b>	<b>1,930.19</b>	
<b>200 - Accounts Payable</b>							
<b>Opening Balance</b>				<b>-</b>	<b>-</b>	<b>-</b>	
Mar 12, 2025	Payable Invoice	Montezuma Valley Irrigation	3138	-	615.00	(615.00)	689 - Utilities
Mar 20, 2025	Payable Invoice	Southwest Health System	March	-	152,721.94	(153,336.94)	220 - Sales Tax

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE	RELATED ACCOUNT
Mar 20, 2025	Payable Payment	Payment: Southwest Health System	March	152,721.94	-	(615.00)	102 - MCHD Health Facilities Checking - 897
Mar 20, 2025	Payable Payment	Payment: Montezuma Valley Irrigation	3138	615.00	-	-	100 - Business Checking - 7189
Mar 25, 2025	Payable Invoice	KELLY R McCabe, P.C.	5329	-	2,656.62	(2,656.62)	640 - Legal Fees
<b>Total 200 - Accounts Payable</b>				<b>153,336.94</b>	<b>155,993.56</b>	<b>(2,656.62)</b>	
<b>Net movement</b>				<b>-</b>	<b>2,656.62</b>	<b>-</b>	
<b>Closing Balance</b>				<b>-</b>	<b>2,656.62</b>	<b>(2,656.62)</b>	
<b>205 - Land</b>							
<b>Opening Balance</b>				<b>200,198.92</b>	<b>-</b>	<b>200,198.92</b>	
No transactions within this period				-	-	200,198.92	
<b>Total 205 - Land</b>				<b>-</b>	<b>-</b>	<b>200,198.92</b>	
<b>Net movement</b>				<b>-</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>200,198.92</b>	<b>-</b>	<b>200,198.92</b>	
<b>206 - Equipement and Other</b>							
<b>Opening Balance</b>				<b>4,755.55</b>	<b>-</b>	<b>4,755.55</b>	
No transactions within this period				-	-	4,755.55	
<b>Total 206 - Equipement and Other</b>				<b>-</b>	<b>-</b>	<b>4,755.55</b>	
<b>Net movement</b>				<b>-</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>4,755.55</b>	<b>-</b>	<b>4,755.55</b>	
<b>220 - Sales Tax</b>							
<b>Opening Balance</b>				<b>195,724.47</b>	<b>-</b>	<b>195,724.47</b>	
Mar 20, 2025	Payable Invoice	Southwest Health System - Sales tax payments	March	152,721.94	-	348,446.41	200 - Accounts Payable
<b>Total 220 - Sales Tax</b>				<b>152,721.94</b>	<b>-</b>	<b>348,446.41</b>	
<b>Net movement</b>				<b>152,721.94</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>348,446.41</b>	<b>-</b>	<b>348,446.41</b>	
<b>320 - Retained Earnings</b>							
<b>Opening Balance</b>				<b>-</b>	<b>1,958,219.61</b>	<b>(1,958,219.61)</b>	
No transactions within this period				-	-	(1,958,219.61)	
<b>Total 320 - Retained Earnings</b>				<b>-</b>	<b>-</b>	<b>(1,958,219.61)</b>	
<b>Net movement</b>				<b>-</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>-</b>	<b>1,958,219.61</b>	<b>(1,958,219.61)</b>	
<b>403 - Lease Income</b>							
<b>Opening Balance</b>				<b>-</b>	<b>13,890.00</b>	<b>(13,890.00)</b>	

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE	RELATED ACCOUNT
Mar 31, 2025	Receive Money	Southwest Health System		-	4,630.00	(18,520.00)	100 - Business Checking - 7189
<b>Total 403 - Lease Income</b>				-	4,630.00	(18,520.00)	
<b>Net movement</b>				-	4,630.00	-	
<b>Closing Balance</b>				-	18,520.00	(18,520.00)	
<b>406 - Sales Tax.</b>							
<b>Opening Balance</b>				-	194,125.13	(194,125.13)	
Mar 10, 2025	Receive Money	State of Colorado		-	131,589.79	(325,714.92)	102 - MCHD Health Facilities Checking - 897
Mar 12, 2025	Receive Money	State of Colorado		-	14,602.64	(340,317.56)	102 - MCHD Health Facilities Checking - 897
Mar 12, 2025	Receive Money	State of Colorado		-	1,333.51	(341,651.07)	102 - MCHD Health Facilities Checking - 897
<b>Total 406 - Sales Tax.</b>				-	147,525.94	(341,651.07)	
<b>Net movement</b>				-	147,525.94	-	
<b>Closing Balance</b>				-	341,651.07	(341,651.07)	
<b>470 - Interest Income</b>							
<b>Opening Balance</b>				-	6,724.65	(6,724.65)	
Mar 31, 2025	Receive Money	NOW Account Interest		-	2,827.72	(9,552.37)	100 - Business Checking - 7189
Mar 31, 2025	Receive Money	Savings Interest		-	0.02	(9,552.39)	103 - Public Funds Savings
<b>Total 470 - Interest Income</b>				-	2,827.74	(9,552.39)	
<b>Net movement</b>				-	2,827.74	-	
<b>Closing Balance</b>				-	9,552.39	(9,552.39)	
<b>550 - Capital Outlay</b>							
<b>Opening Balance</b>				18,211.25	-	18,211.25	
No transactions within this period				-	-	18,211.25	
<b>Total 550 - Capital Outlay</b>				-	-	18,211.25	
<b>Net movement</b>				-	-	-	
<b>Closing Balance</b>				18,211.25	-	18,211.25	
<b>604 - CPA Fees</b>							
<b>Opening Balance</b>				2,205.00	-	2,205.00	
No transactions within this period				-	-	2,205.00	
<b>Total 604 - CPA Fees</b>				-	-	2,205.00	
<b>Net movement</b>				-	-	-	
<b>Closing Balance</b>				2,205.00	-	2,205.00	
<b>630 - Other Fees/Bank Fees</b>							
<b>Opening Balance</b>				15.00	-	15.00	
Mar 31, 2025	Spend Money	Vectra Bank		3.00	-	18.00	100 - Business Checking - 7189

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE	RELATED ACCOUNT
Mar 31, 2025	Spend Money	Vectra Bank		3.00	-	21.00	102 - MCHD Health Facilities Checking - 897
Mar 31, 2025	Spend Money	Vectra Bank		3.00	-	24.00	103 - Public Funds Savings
<b>Total 630 - Other Fees/Bank Fees</b>				<b>9.00</b>	<b>-</b>	<b>24.00</b>	
<b>Net movement</b>				<b>9.00</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>24.00</b>	<b>-</b>	<b>24.00</b>	
<b>632 - Insurance</b>							
<b>Opening Balance</b>				<b>6,068.00</b>	<b>-</b>	<b>6,068.00</b>	
No transactions within this period				-	-	6,068.00	
<b>Total 632 - Insurance</b>				<b>-</b>	<b>-</b>	<b>6,068.00</b>	
<b>Net movement</b>				<b>-</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>6,068.00</b>	<b>-</b>	<b>6,068.00</b>	
<b>640 - Legal Fees</b>							
<b>Opening Balance</b>				<b>3,366.45</b>	<b>-</b>	<b>3,366.45</b>	
Mar 25, 2025	Payable Invoice	KELLY R McCabe, P.C.	5329	2,656.62	-	6,023.07	200 - Accounts Payable
<b>Total 640 - Legal Fees</b>				<b>2,656.62</b>	<b>-</b>	<b>6,023.07</b>	
<b>Net movement</b>				<b>2,656.62</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>6,023.07</b>	<b>-</b>	<b>6,023.07</b>	
<b>689 - Utilities</b>							
<b>Opening Balance</b>				<b>-</b>	<b>-</b>	<b>-</b>	
Mar 12, 2025	Payable Invoice	Montezuma Valley Irrigation - WATER SHARES	3138	615.00	-	615.00	200 - Accounts Payable
<b>Total 689 - Utilities</b>				<b>615.00</b>	<b>-</b>	<b>615.00</b>	
<b>Net movement</b>				<b>615.00</b>	<b>-</b>	<b>-</b>	
<b>Closing Balance</b>				<b>615.00</b>	<b>-</b>	<b>615.00</b>	
<b>Total</b>				<b>464,323.18</b>	<b>464,323.18</b>	<b>-</b>	