

MONTEZUMA COUNTY HOSPITAL DISTRICT
EMS Training Room, Southwest Health System
WEDNESDAY, November 12, 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 as seating is limited.*

CONSENT AGENDA (Enclosure 1) - 5 minutes

- October 8, 2025 Regular Meeting Minutes
- October 22, 2025 Special Joint Meeting with SHS
- Payment of Bills

REPORTS and ACTION ITEMS

Owner's Rep Report - 15 minutes

SHS Report (Enclosure 2)

- SHS Board Report - 5 minutes
- Operations Report - 10 minutes
- Finance Report - 15 minutes

Financial Report (Enclosure 3)

- Financial Process Streamline Recommendations - 5 minutes
- 2026 Updated Budget Draft for Approval
- MCHD September Financial Reports

Capital Infrastructure Committee Report - 15 minutes

- Microgrid Grant Update (Brandon Johnson)**
- Letter to IIJA LOMA Match

Foundation Update - 5 minutes

Optional Board Member Presentation/Report - 15 minutes

Attorney Report - 10 minutes

Executive Session

Adjournment

Mission Statement

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



Consent Agenda



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
October 8, 2025**

Present:

Also Present:

Brandon Johnson, Chairperson	Rob Owens, SHS Plant Operations Dir	<u>Recorded by:</u>
Gerald “Jerry” Whited, Director	Peter Rehn, Owner’s Representative	Bridgett Jabour, Secretary
Sean Flaherty, Director	Adam Conley, SHS CFO	
Bob Ower, Director	Eric Croke, SHS Vice-Chair	<u>Counsel:</u>
Scott Anderson, Director	Joe Theine, SHS CEO	Kelly McCabe, MCHD Attorney
Abby Neutzel, Director		
		<u>Excused/Absent:</u>

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
Call to order	MCHD Chair Brandon Johnson called the meeting to order at 6:00 pm.		
Roll Call	The roll was called by Mr. Flaherty.		
Change/Additions to Agenda	It was requested that discussion on owner’s representative under Optional Board member report and bills for CAPM, SHS (weed/prairie dog mitigation) and Mazzetti. Discussion on holding off on the CAPM invoice until discussed at the end as requested by Mr. Whited.	It was moved and seconded to approve the additions to the agenda, not adding CAPM to the bills/consent agenda. MOTION: Jerry Whited SECOND: Bob Ower Motion carried.	
Public Comment	None.		
Consent Agenda	September 10, 2025, Regular Meeting Minutes Payment of Bills	It was moved and seconded to approve the consent agenda as presented with the addition of the SHS bill for weed/prairie dog mitigation for PUD lots.	

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
		Motion: Sean Flaherty Second: Jerry Whited Motion carried.	
<u>REPORTS and ACTION ITEMS</u>			
SHS Board Report	<p>SHS Board Vice-Chair Eric Croke informed the MCHD Board that SHS is working to complete the IRS-required Community Health Needs Assessment, which is completed every two years. SHS should have an approved in the coming months. Additionally, some SHS Board members are attending the annual CHC conference to expand education.</p> <p>The Nominating committee has completed a board member search and interview process and have a recommendation for the board to consider at their October meeting when Shirley Jones is termed out in December of this year.</p>		
SHS Operating Report – CEO Joe Theine SHS Finance Report – CFO Adam Conley	<p>Mr. Theine reviewed his quarterly strategic report with updates on all the initiatives underway beginning 1/25-12/28, including volumes, employee recruitment and retention, employee engagement using Gallop, leadership development and an update on HR1 and implications for rural hospitals.</p> <p>Adam Conley, CFO reviewed the enclosed graphs and statistics and financial reports through August 2025. Days Cash on Hand is currently at 114 days without the restrictions or 84 days with.</p> <p>All stats were better than budgeted and prior year. Salaries are going down as contract labor rises, this is due to the coming in of locums and staff needed to cover</p>		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
	both clinic and hospital. There is currently 4.2 million in the reserve account for capital improvements.		
MCHD Financial Report – Sean Flaherty Scty/Treas <ul style="list-style-type: none"> • 2026 Budget • Investment review/recommendation 	<p>MCHD Scty/Treas Sean Flaherty reviewed the enclosed bank statements.</p> <p>Received sales and use tax deposits for September had not been received in time to report at this meeting as it is too early in the month. Financials handed out need correction. Corrected financials will be presented at the November meeting.</p> <p>Mr. Flaherty reviewed the handout from Daniel Mozer with LPL Financial recommending investment of \$800,000 to Goldman Sachs investment OGSXX investing exclusively in short term securities guaranteed by the US Government or US government agencies and instrumentalities. The previously approved investment FTIXX (from September meeting) is not available for fund balances less than \$1m, so OGSXX is recommended.</p>	<p>Mr. Flaherty made a motion to move the \$800,000 from the investment account to move to OGSXX money market account. MOTION: Sean Flaherty SECOND: Jerry Whited Motion carried.</p> <p>The attached 2026 Budget presented by Mr. Flaherty to the Board. This is the first draft with some expected edits for presentation next month. MOTION: Sean Flaherty SECOND: Abby Neutzel Motion carried unanimously.</p>	
Owner’s Representative Report – Peter Rehn, CAPM Capital Infrastructure Report Microgrid Grant Update– Brandon Johnson	<p>MCHD Owner’s Rep Peter Rehn from CAPM reviewed the handout of photos showing the design and reviewed pictures of the work completed by Nunn meeting terms discussed.</p> <p>Mr. Rehn advised the status of pending work underway including the lighting project and HVAC project update.</p> <p>Mr. Johnson reported that Capital Infrastructure Committee meet and recommends that there is opportunity to get additional information from Collective Energy to see about other grant match</p>		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
	opportunities and final pricing and scope of project. Once more is confirmed, the Board will be advised.		
Foundation Report	Mr. Ower advised that the Foundation has scheduled a Donors Gala for October 23, 2025 at the Cortez Area Chamber of Commerce from 430-7p.		
Optional Board Member Presentation/Report <ul style="list-style-type: none"> • Joint MCHD/SHS board meeting • Property landscaping ideas • Google workspace • Owner’s Rep Bill and Contract Discussion (added at beginning of meeting) 	<p>Mr. Johnson confirmed the SHS Board agreement to have a joint meeting on Wednesday, Oct 22nd to share a meal and complete a tour of the MOB and Rehab and potentially Infusion.</p> <p>Mr. Johnson reviewed the enclosed landscaping proposal to develop a 1-5 year plan for landscaping, including Mancos Clinic and Walk-in Clinic. There is a grant through the city for a \$2k match for 1000sf of landscaping work. Discussion on xeriscaping.</p> <p>Mr. Flaherty reviewed the opportunity to move the board correspondence, website and email services to the google workplace platform. Details were discussed. No decisions were made. These opportunities have been provided through collaboration with SIPA (Statewide Internet Portal Authority).</p> <p>The board discussed the enclosed invoice from CAPM for work completed by Peter Rehn as Owner’s Rep. Discussion proportion of cost of owner’s rep oversight that may be better done by a more administrative role than Mr. Rehn’s expertise.</p> <p>Additionally, it was recommended that the Owner’s Rep report be moved to the beginning of the meeting following the consent agenda so he could be excused.</p>	<p>MCHD Board confirmed attendance to joint meeting.</p> <p>The cost is \$46.20per user with a \$315 setup fee. Mr. McCabe’s office will review the options and provide a recommendation to the Board.</p> <p>The board concluded to be mindful of work provided to Mr. Rehn. Additionally, Mr. Rehn to provide specific detail on projects/project hours on future invoices and will provide for the current invoice – to be resubmitted at the November meeting.</p>	<p>McCabe’s office</p> <p>Ms. Jabour to adjust agenda order. Mr. Rehn</p>
Attorney Report	Mr. McCabe did not have an additional attorney report.		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
Adjournment		It was moved and seconded to adjourn the meeting at 8:49pm. MOTION: Jerry Whited SECOND: Sean Flaherty Motion carried.	

Bridgett Jabour, MCHD Secretary

Sean Flaherty, Secretary/Treasurer

**Montezuma County Hospital District Special Board Meeting
 Joint Workshop with SHS Board
 EMS Training Room; 1311 N Mildred Road
 October 22, 2025**

Present:

Also Present:

Excused:

Brandon Johnson, Chairperson	Brenton Wright, Rehab Director	Jerry Whited, Director
Bob Ower, Vice-Chair	Rob Owens, SHS Plant Ops Director	Scott Anderson, Director
Sean Flaherty, Scty/Treas	Shirley Jones, SHS Board Chair	
Abby Neutzel, Director	Eric Croke, SHS Board Vice-Chair	
	Margi Strangl, SHS Board	
	Jim Rogers, SHS Board	
	Mary Dodd, SHS Board	
	David Dull, SHS Board	

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
Call to order	MCHD Board meeting was opened at 6:40pm		
Roll Call	Roll was called for the Board.		
Public Comment	None.		
Microgrid Handout / Update on Grant Funding Opportunities	<p>Those in attendance received a handout from Collective Energy, a company that provides energy efficiency audits, educating health centers about their energy options, supporting energy workforce development, designing bespoke power solutions based on site-specific needs, offering low-cost funding only available to non-profit health centers, and installing solar + storage systems with trusted partners to increase quality and project efficiency, we can ensure critical facilities have the power to operate during grid outages.</p> <p>Collective Energy provided a general design and anticipated energy savings by providing 2 Microgrid with battery storage options that would shave peak energy during summer months. This project started with Mazzetti Engineering in 2024 to complete the</p>		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
	<p>grant application signed in December 2024, but with the changes in the legislative focus and inflation environment, a new assessment is being utilized by Collective Energy as recommended by Julia Masters, with DOLA Microgrid grant program manager. They've agreed to do initial assessment and battery/microgrid design and construction ROM so that the MCHD Board can determine continued viability of pursuing the project.</p> <p>Mr. Theine reviewed the current status of the project and the newly identified potential grant funding opportunities.</p> <p>Two battery options presented with 25-year rate of return were presented.</p> <p>1st is a "Critical" Load with "Battery A" 663kW/1592kWh with 4 hr minimum. CAPEX of \$1,252,684 including hard and soft costs.</p> <p>2nd is a "Full Building" Load with "Battery B" 1327kW/3184kWh with 4hr minimum. CAPEX of \$2,251,127 including hard and soft costs.</p> <p>There are three funding items available to pay for this project, up to \$3.2m. This consists of</p> <ol style="list-style-type: none"> 1. DOLA (Dept of Energy admin) Microgrid grant for \$1.6m (awarded 3/2025, must be spent and in service by 2029, reimbursed at 50% of project cost as expended. 2. LOMA (local match) waived by Governor's office to allow to match against DOLA grant, preliminarily expected to be awarded \$800,000, must be spent by 2027, paid in advance. 3. Inflation Reduction Act up to 40% reimbursement once put in service for the remaining (up to) 25%. <p>The contract with the Dept of Energy administered by DOLA has been provided. Should the board wish to move forward, Ms. Jabour to forward to McCabe's for review to ensure the contract language does not cause any concern prior to moving forward.</p>	<p>It was moved and seconded to continue to move forward to MCHD Attorney review of DOE contract and other grant opportunities with update at the November meeting.</p> <p>MOTION: Abby Neutzel SECOND: Sean Flaherty Motion carried unanimously.</p>	
Adjournment		<p>It was moved and seconded to adjourn at 7:05pm. Motion carried.</p>	

Rob Dobry, MCHD Board Secretary/Treasurer

**CONSENT
AGENDA
PAYMENT OF BILLS**

November 2025 Bills

Vendor	Description	Amount
Walston Bookkeeping, LLC	Invoice 4745	\$ 1,497.00
Kelly R. McCabe, PC	Invoice 6350	\$ 3,032.00
Mazzetti, Inc.	110010	\$ 1,072.50
CAPM, LLC	2025-177	\$ 17,945.00
		\$ 23,546.50

INVOICE

Central Arizona Project Management, LLC
610 North Tamarisk St
Chandler, Arizona 85224
(928) 200-4385

DATE: October 6, 2025
INVOICE # 2025-177
FOR: *Project Management
Services
MCHD Misc*

Bill To:

Montezuma County Hospital District
Attn- Brandon Johnson
PO Box 22
Cortez, Colorado 81321

DESCRIPTION	AMOUNT
Project Management/ Owners Representative Services	
Location- Cortez, Colorado	
Project- MCHD Misc- Peter Rehn	
Owner's Representative Hours	
April- 5 Hours	
May- 10 Hours	
June- 17 Hours	
July- 25 Hours	
August- 20 Hours	
September- 20 Hours	
Total Hours- 97 @ \$185.00/hour	17,945.00
TOTAL	17,945.00

THANK YOU FOR YOUR BUSINESS!



Time Sheet & Expense Summary

Project: MCHD - Southwest Memorial Hospital Owner's Rep Multiple Date: 5/1/2025

Vendor: Live Dwell, LLC

Duration	Hours	Position	Task		
		PM	Project Management - Various Projects		
Week of April 7	5.00		Attend meetings, familiarize with priority projects, review documentation of priority projects		



Time Sheet & Expense Summary

Project: MCHD - Southwest Memorial Hospital Owner's Rep Multiple Date: 5/29/2025

Vendor: Live Dwell, LLC

Duration	Hours	Position	Task		
		PM	Project Management - Various Projects		
May 14th	5.00		Attend meetings, familiarize with priority projects, review documentation of priority projects		
May 16th	5.00		Observe installation of 2 RTU's & Compressors		



Time Sheet & Expense Summary

Project: MCHD - Southwest Memorial Hospital Owner's Rep Multiple Date: 7/1/2025

Vendor: Live Dwell, LLC

Duration	Hours	Position	Task		
		PM	Project Management - Various Projects		
June 11th	5.00		Attend meetings, familiarize with priority projects, review documentation of priority projects		
May 30th - June 30	12.00		Site visits and concept design for multiple landscape projects (Orly memorial, water management at ER entry, and Irrigation pump)		



CAPM
CENTRAL ARIZONA PROJECT MANAGEMENT LLC

Time Sheet & Expense Summary

Project: MCHD - Southwest Memorial Hospital Owner's Rep Multiple Date: 7/31/2025

Vendor: Live Dwell, LLC

Duration	Hours	Position	Task		
		PM	Project Management - Various Projects		
July 9th	5.00		Attend meetings, familiarize with priority projects, review documentation of priority projects		
July 7-11 and 21-25	20.00		Site visits and development of OPC and bidding documents for landscape project at ER entry		



CAPM
CENTRAL ARIZONA PROJECT MANAGEMENT LLC

Time Sheet & Expense Summary

Project: MCHD - Southwest Memorial Hospital Owner's Rep Multiple Date: 8/28/2025

Vendor: Live Dwell, LLC

Duration	Hours	Position	Task		
		PM	Project Management - Various Projects		
August 13th	5.00		Attend meetings, familiarize with priority projects, review documentation of priority projects		
August 11-15 and 26	15.00		Refine Scope Document for ER Landscaping		



CAPM
CENTRAL ARIZONA PROJECT MANAGEMENT LLC

Time Sheet & Expense Summary

Project: MCHD - Southwest Memorial Hospital Owner's Rep Multiple Date: 10/1/2025

Vendor: Live Dwell, LLC

Duration	Hours	Position	Task		
		PM	Project Management - Various Projects		
September 10th	5.00		Attend meetings, familiarize with priority projects, review documentation of priority projects		
September 10-12 and 18-19	15.00		Research and document original Nunn scope Obtain revised proposal and scope of work for Landscape Modification Project		



McCABE • LOVETT • McCABE

ATTORNEYS AT LAW

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

INVOICE

Invoice # 6350
Date: 10/20/2025
Due On: 11/19/2025

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	+ \$3,032.00) - (\$0.00) = \$3,032.00

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.)

Montezuma C. Hospital District - 9001

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Type	Date	Notes	Quantity	Attorney	Rate	Total
Service	09/10/2025	Preparation of Meeting; Review the John Cutler Agreements	0.40	KDL	\$335.00	\$134.00
Service	09/11/2025	September Meeting	1.80	KDL	\$335.00	\$603.00
Service	10/07/2025	Preparation for Board Meeting	0.80	KRM	\$425.00	\$340.00
Service	10/08/2025	MCHD Board Meeting	2.90	KRM	\$425.00	\$1,232.50
Service	10/13/2025	Research re: Hospital District Financial Guidelines and Financial Requirements	1.40	KRM	\$425.00	\$595.00
Service	10/13/2025	Office consult with Attorney Keenen D. Lovett re: District Business	0.30	KRM	\$425.00	\$127.50

Time Keeper	Quantity	Rate	Total
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Keenen Lovett	2.2	\$335.00	\$737.00
Kelly McCabe	5.4	\$425.00	\$2,295.00
		Subtotal	\$3,032.00
		Total	\$3,032.00

Detailed Statement of Account

Current Invoice

Invoice Number	Due On	Amount Due	Payments Received	Balance Due
6350	11/19/2025	\$3,032.00	\$0.00	\$3,032.00
			Outstanding Balance	\$3,032.00
			Total Amount Outstanding	\$3,032.00

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

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

Walston Bookkeeping LLC
204 E Fort Union Blvd Ste 202
Midvale, UT 84047
<https://www.walstonadvisoryfirm.com/>
info@walstonadvisoryfirm.com
(801) 263-0400



Invoice

Montezuma County Hospital District
flaherts798@gmail.com

Invoice number: 4745
Date: Nov-03-2025

Product or service	Rate (\$)	Qty	Amount
Bookkeeping Bookkeeping confirmation with Matt and printing of checks.	\$150.00	1	\$150.00
Bookkeeping Documentation. Printing/mailing of checks.	\$150.00	0.5	\$75.00
Bookkeeping Sales Tax Deposit spreadsheet, budget and bank reconciliations	\$150.00	4.93	\$739.50
Consulting - Fractional CFO Working with Jas to prepare and review the 2026 budget	\$450.00	1	\$450.00
Bookkeeping Writing checks, Update 2025 books, update transactions	\$195.00	3.5	\$682.50
Client Appreciation Discount Courtesy Discount	\$-600.00	1	\$-600.00
	Subtotal		\$1,497.00
	Total		\$1,497.00



Mazzetti, Inc.
 220 Montgomery Street, Suite 640
 San Francisco, CA 94104-3402
 TEL: 415-362-3266 FEIN: 94-1722463
 AccountsReceivable@mazzetti.com
PLEASE NOTE OUR SUITE NUMBER HAS CHANGED
 ACH Payment is now our preferred payment method

PAY BY ACH

Heritage Bank of Commerce
 ABA Routing: 121142287 Bank Account: 1101011755
 Send remittance to: accountsreceivable@mazzetti.com

Brandon Johnson
 MCHD Board
 1311 N. Mildred Rd.
 Cortez, CO 81321

October 20, 2025
 Project No: 025-010318
 Invoice No: 0110010

Invoice Total \$1,072.50

Project Manager Shelby Roberson
 Project 025-010318 Southwest Health Systems (MCHD) Fuel Oil System Replacement
Professional Services from August 31, 2025 to September 27, 2025

Phase 001 Construction Documents

Professional Personnel

	Hours	Rate	Amount	
Principal				
Augustini, George	1.50	315.00	472.50	
Senior Associate				
Pettys, Benjamin	2.00	240.00	480.00	
Taylor, Holly	.50	240.00	120.00	
Totals	4.00		1,072.50	
Total Labor				1,072.50

Billing Limits	Current	Prior	To-Date
Total Billings	1,072.50	16,813.75	17,886.25
Limit			18,000.00
Remaining			113.75

Total this Phase \$1,072.50

Total this Invoice \$1,072.50

Outstanding Invoices

Number	Date	Balance
0109704	9/25/2025	6,258.75
Total		6,258.75

Billing Backup

Monday, October 20, 2025

Mazzetti, Inc.

Invoice 0110010 Dated 10/20/2025

4:09:20 PM

Project	025-010318	Southwest Health Systems (MCHD) Fuel Oil System Replacement
Phase	001	Construction Documents

Professional Personnel

			Hours	Rate	Amount	
Principal						
1758	Augustini, George	8/5/2025	.25	315.00	78.75	
1758	Augustini, George	8/6/2025	.75	315.00	236.25	
1758	Augustini, George	9/8/2025	.50	315.00	157.50	
Senior Associate						
1798	Pettys, Benjamin	8/6/2025	1.00	240.00	240.00	
1798	Pettys, Benjamin	9/5/2025	1.00	240.00	240.00	
1337	Taylor, Holly	9/3/2025	.50	240.00	120.00	
	Totals		4.00		1,072.50	
	Total Labor					1,072.50
				Total this Phase		\$1,072.50
				Total this Project		\$1,072.50
				Total this Report		\$1,072.50

Owner's Rep Report



(no written report provided)

Mission Statement

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SHS Report



Mission Statement

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CEO Report

Board Meeting Date: October 29, 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.

- Cerner Ambulatory EHR project commenced, anticipated go-live 2Q2025.

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

- Recruiting for obstetric services. Several family medicine OB candidates for either as needed labor & delivery or full-time work as in various stages of recruiting. No contracts signed at this time.

Report

Physician | APP Recruiting

- OB/GYN: 13 total candidates, 1 active.
- Family Medicine | OB: 14 total candidates, 7 active.
- General Surgery: 15 total candidates, 2 active.
- Advanced Practice Provider for general surgery / wound care continuing discussions.
- Dinner with 2nd year Family Medicine Resident, Dr. Hamory & spouse.

Operations Updates

- Announced enhanced inpatient hospitalist program in collaboration with Rural Physicians Group.
- L&D staffing secured for the remainder of this year.
- Director Human Resources initial interviews completed. In person interviews are being scheduled.
- Nuclear medicine camera was out of service for several weeks, services resumed the week of 10/20/2025.
- Mercy Nephrology site visit completed.

Community Engagement

- Montezuma County Board of County Commissioner Presentation
- Colorado Department of Healthcare Policy & Finance Rural Health Transformation Stakeholder Input Meetings
- Axis Health System Meeting with Rocky Mountain Health Plans
- Presentation for Montezuma Leadership Health & Human Services Day

Staff Meetings & Internal Engagement

- Braden Jones, MD
- Caitlin Mooney, PA-C
- Even Bruneau, DO
- Benefits Renewal Overview with Broker

Other Meetings / Engagement

- Colorado Hospital Association Annual Meeting
- LOR Foundation
- Collective Energy, Colorado Department of Local Affairs, Governor's Office Discussions on Microgrid

Other Notable Items

- Appointed by Governor to AI Policy Workgroup (more information here: <https://www.denverpost.com/2025/10/15/colorado-ai-regulations/>)

Attachments (if any)

None



Patient Volumes and Utilization Statistics

Southwest Health System Consolidated

Through the Period Ending Sep-25

High Low

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Budget	# Var	% Var	Prior Year	% Var
Admissions, Total	654	669	(15)	(2.2%)	641	2.0%	74	72	79	53	56	74	67	7	10.4%	73	1.4%
Acute	596	618	(22)	(3.6%)	584	2.1%	67	66	73	47	49	69	63	6	9.5%	66	4.5%
SNF	58	51	7	13.7%	57	1.8%	7	6	6	6	7	5	4	1	25.0%	7	(28.6%)
Discharges, Total	664	669	(5)	(0.7%)	666	(0.3%)	77	75	70	60	56	75	67	8	11.9%	79	(5.1%)
Acute	607	618	(11)	(1.8%)	607	0.0%	71	67	65	54	50	70	63	7	11.1%	72	(2.8%)
SNF	57	51	6	11.8%	59	(3.4%)	6	8	5	6	6	5	4	1	25.0%	7	(28.6%)
Patient Days, Total	3,132	3,074	58	1.9%	3,036	3.2%	428	310	336	270	252	389	372	17	4.6%	319	21.9%
Acute	2,422	2,344	78	3.3%	2,253	7.5%	341	212	279	214	181	287	318	(31)	(9.7%)	249	15.3%
SNF	710	730	(20)	(2.7%)	783	(9.3%)	87	98	57	56	71	102	54	48	88.9%	70	45.7%
ALOS, Total Discharges	4.72	4.59	(0.12)	(2.7%)	4.56	(3.5%)	5.56	4.13	4.80	4.50	4.50	5.19	5.55	0.37	6.6%	4.04	(28.4%)
Acute	3.99	3.79	(0.20)	(5.2%)	3.71	(7.5%)	4.80	3.16	4.29	3.96	3.62	4.10	5.05	0.95	18.8%	3.46	(18.6%)
SNF	12.46	14.31	1.86	13.0%	13.27	6.1%	14.50	12.25	11.40	9.33	11.83	20.40	13.50	(6.90)	(51.1%)	10.00	(104.0%)
Adj Admissions	4,599	4,727	(127)	(2.7%)	4,488	2.5%	438	554	542	515	575	492	477	15	3.2%	538	(8.6%)
Adj Discharges	4,670	4,727	(57)	(1.2%)	4,663	0.1%	456	577	480	582	575	499	477	22	4.6%	583	(14.4%)
Adj Patient Days	22,026	21,718	309	1.4%	21,256	3.6%	2,532	2,386	2,306	2,621	2,587	2,587	2,648	(61)	(2.3%)	2,353	10.0%
Births	90	106	(16)	(15.1%)	105	(14.3%)	12	12	9	8	6	8	7	1	14.3%	17	(52.9%)
Observation Days	395	355	40	11.3%	348	13.5%	40	39	35	55	36	43	35	8	22.9%	51	(15.7%)
Case Mix Index, Total	1.2608	1.2987	(0.0379)	(2.9%)	1.2423	1.5%	1.3706	1.2791	1.3934	1.1786	1.2326	1.2397	1.2987	(0.0590)	(4.5%)	1.0842	14.3%
Case Mix Index, Medicare	1.4194	1.3654	0.0540	4.0%	1.3268	7.0%	1.5881	1.5251	1.2609	1.2854	1.2517	1.3641	1.3654	(0.0013)	(0.1%)	1.2321	10.7%



Patient Volumes and Utilization Statistics

Southwest Health System Consolidated

Through the Period Ending Sep-25

High Low

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Current	Budget	# Var	% Var	Prior	% Var	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Budget	# Var	% Var	Prior Year	% Var
Total O/P Registrations	47,119	47,249	(130)	(0.3%)	45,871	2.7%	5,400	5,354	5,049	5,328	5,117	5,171	5,014	157	3.1%	5,170	0.0%
Surgeries, Total	657	627	30	4.8%	595	10.4%	83	55	68	77	58	76	70	6	8.6%	85	(10.6%)
Inpatient	134	139	(5)	(3.6%)	148	(9.5%)	24	12	15	10	6	20	21	(1)	(4.8%)	19	5.3%
Outpatient	523	488	35	7.2%	447	17.0%	59	43	53	67	52	56	49	7	14.3%	66	(15.2%)
Total GI Procedures	790	956	(166)	(17.4%)	741	6.6%	105	77	82	104	75	69	96	(27)	(28.1%)	84	(17.9%)
Emergency Visits	10,670	10,569	101	1.0%	10,311	3.5%	1,198	1,217	1,210	1,148	1,193	1,159	1,172	(13)	(1.1%)	1,181	(1.9%)
ER Conversion Rate	6.3%	4.8%	--	1.5%	6.4%	(0.2%)	6.2%	5.9%	6.5%	4.6%	4.7%	6.4%	4.7%	--	1.7%	6.2%	0.2%
ER Transfers Out	486	0	486	0.0%	510	(4.7%)	48	61	65	40	65	51	0	51	0.0%	63	(19.0%)
Rural Health Clinic Visits	30,250	29,791	459	1.5%	31,796	(4.9%)	3,403	3,205	3,006	3,275	3,186	3,452	3,477	(25)	(0.7%)	3,262	5.8%
Provider Based or Specialty Clinic Visits	6,610	7,101	(491)	(6.9%)	7,152	(7.6%)	823	657	526	671	734	799	829	(30)	(3.6%)	862	(7.3%)
Lab Tests	117,363	112,114	5,249	4.7%	111,524	5.2%	13,719	12,546	12,232	12,069	12,045	12,925	12,251	674	5.5%	12,965	(0.3%)
Total Therapy Treatments	26,605	30,032	(3,427)	(11.4%)	26,140	1.8%	2,570	2,657	2,250	2,842	3,527	3,760	3,344	416	12.4%	2,917	28.9%
Occupational Therapy Treatments	853	1,505	(652)	(43.3%)	597	42.9%	0	0	0	10	295	548	177	371	209.6%	0	0.0%
Physical Therapy Treatments	21,289	24,198	(2,909)	(12.0%)	21,307	(0.1%)	2,090	2,221	1,970	2,408	2,480	2,845	2,665	180	6.8%	2,485	14.5%
Speech Therapy Treatments	4,463	4,329	134	3.1%	4,236	5.4%	480	436	280	424	752	367	502	(135)	(26.9%)	432	(15.0%)
Wound Care Procedures	248	1,030	(782)	(75.9%)	1,025	(75.8%)	5	0	0	0	0	0	126	(126)	(100.0%)	98	(100.0%)
Pain Management Cases	155	184	(29)	(15.8%)	163	(4.9%)	17	15	13	22	18	16	23	(7)	(30.4%)	9	77.8%
Sleep Studies	366	481	(115)	(23.9%)	425	(13.9%)	44	26	36	51	37	37	41	(4)	(9.8%)	24	54.2%
Total Imaging Procedures	21,675	20,653	1,022	4.9%	20,532	5.6%	2,456	2,436	2,394	2,417	2,529	2,426	2,521	(95)	(3.8%)	2,302	5.4%
CT Procedures	5,114	5,026	88	1.8%	4,713	8.5%	512	558	628	566	626	577	597	(20)	(3.4%)	520	11.0%
MRI Procedures	1,361	1,254	107	8.5%	1,167	16.6%	150	218	158	160	152	137	142	(5)	(3.5%)	131	4.6%
Inpatient	51	33	18	54.5%	37	37.8%	6	4	7	5	8	4	4	0	0.0%	7	(42.9%)
Outpatient	1,310	1,221	89	7.3%	1,130	15.9%	144	214	151	155	144	133	138	(5)	(3.6%)	124	7.3%
Mammography	3,217	2,991	226	7.6%	3,155	2.0%	365	389	344	303	399	342	376	(34)	(9.0%)	372	(8.1%)
Ultrasound	3,272	3,272	0	0.0%	3,237	1.1%	431	310	356	353	366	368	402	(34)	(8.5%)	354	4.0%
Nuclear Medicine	188	271	(83)	(30.6%)	143	31.5%	19	17	11	32	13	25	16	9	56.3%	34	(26.5%)
Other Imaging	8,526	489	8,037	1,643.6%	8,117	5.0%	979	944	897	1,005	974	977	43	934	2,172.1%	891	9.7%



Operating Performance Summary
Southwest Health System Consolidated
 Through the Period Ending Sep-25

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Actual	Budget	\$ Var	% Var	Prior	% Var	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Budget	\$ Var	% Var	Prior Year	% Var
Inpatient Revenue	\$18,689	\$17,497	\$1,192	6.8%	\$16,857	10.9%	\$2,537	\$1,841	\$2,137	\$1,563	\$1,389	\$2,193	\$1,967	\$226	11.5%	\$1,766	24.2%
Outpatient Revenue	112,746	106,120	6,626	6.2%	101,164	11.4%	12,470	12,328	12,524	13,612	12,872	12,392	12,037	355	2.9%	11,259	10.1%
Gross Patient Revenue	131,435	123,617	7,818	6.3%	118,021	11.4%	15,007	14,169	14,661	15,175	14,261	14,585	14,004	581	4.1%	13,025	12.0%
Revenue Deductions																	
Medicare	22,997	20,213	(2,784)	(13.8%)	19,357	(18.8%)	2,000	2,558	2,993	2,974	2,759	2,354	2,283	(71)	(3.1%)	2,161	(8.9%)
Medicaid	24,214	22,583	(1,631)	(7.2%)	19,911	(21.6%)	2,911	2,813	2,928	2,755	2,534	1,993	2,538	545	21.5%	2,084	4.4%
Prior Year Cost Report Adj-MCARE	(150)	0	150	0.0%	(113)	32.7%	0	(611)	(191)	476	45	93	0	(93)	0.0%	(1)	(9,400.0%)
Prior Year Cost Report Adj-MCAID	0	0	0	0.0%	(27)	(100.0%)	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other Directed Payment Programs	(8,606)	(9,424)	(818)	(8.7%)	(10,304)	(16.5%)	(1,047)	(47)	(1,047)	(1,047)	(1,047)	(1,230)	(1,047)	183	17.5%	(1,564)	(21.4%)
Managed Medicare	16,149	14,225	(1,924)	(13.5%)	13,781	(17.2%)	1,674	1,851	1,929	1,652	1,871	2,230	1,603	(627)	(39.1%)	1,537	(45.1%)
Managed Care (HMO/PPO) Discounts	7,849	8,828	979	11.1%	8,358	6.1%	983	666	1,029	973	810	1,369	1,015	(354)	(34.9%)	989	(38.4%)
Charity & Indigent care	3,373	3,762	389	10.3%	3,699	8.8%	409	360	219	466	290	457	428	(29)	(6.8%)	390	(17.2%)
Other Discounts	4,065	4,190	125	3.0%	3,470	(17.1%)	880	289	523	677	243	400	476	76	16.0%	356	(12.4%)
Administrative Adjustments	580	0	(580)	0.0%	724	19.9%	31	67	60	140	17	38	0	(38)	0.0%	110	65.5%
Implicit Price Concessions	6,061	2,593	(3,468)	(133.7%)	4,585	(32.2%)	568	368	354	680	845	877	293	(584)	(199.3%)	565	(55.2%)
Total Deductions	76,532	66,970	(9,562)	(14.3%)	63,441	(20.6%)	8,409	8,314	8,797	9,746	8,367	8,581	7,589	(992)	(13.1%)	6,627	(29.5%)
Net Patient Revenue	54,903	56,647	(1,744)	(3.1%)	54,580	0.6%	6,598	5,855	5,864	5,429	5,894	6,004	6,415	(411)	(6.4%)	6,398	(6.2%)
Other Revenue	6,514	5,398	1,116	20.7%	5,573	16.9%	691	765	816	679	683	699	664	35	5.1%	625	11.8%
Net Operating Revenue	61,417	62,045	(628)	(1.0%)	60,153	2.1%	7,289	6,620	6,680	6,108	6,577	6,703	7,079	(376)	(5.3%)	7,023	(4.6%)
Operating Expenses																	
Salaries	24,064	25,586	1,522	5.9%	23,752	(1.3%)	2,744	2,764	2,472	2,618	2,630	2,572	2,857	285	11.1%	2,559	(0.5%)
Contract Labor	4,097	3,260	(837)	(25.7%)	5,080	19.4%	422	487	416	585	519	668	357	(311)	(87.1%)	640	(4.4%)
Employee Benefits	5,192	5,446	254	4.7%	5,291	1.9%	507	530	683	537	624	562	606	44	7.8%	607	7.4%
Professional Fees	1,009	1,381	372	26.9%	1,278	21.0%	116	122	111	128	122	119	153	34	28.6%	152	21.7%
Medical Supplies	3,005	3,227	222	6.9%	2,967	(1.3%)	416	215	259	241	384	395	345	(50)	(12.7%)	425	7.1%
Pharmaceutical Supplies	7,790	7,079	(711)	(10.0%)	6,557	(18.8%)	906	899	909	948	909	774	875	101	13.0%	823	6.0%
Other Supplies	726	953	227	23.8%	826	12.1%	75	75	78	79	80	83	103	20	24.1%	113	26.5%
Purchased Services	3,362	2,844	(518)	(18.2%)	2,793	(20.4%)	480	394	315	459	380	357	315	(42)	(11.8%)	353	(1.1%)
Lease and Rent	192	257	65	25.3%	242	20.7%	35	19	27	22	22	22	29	7	31.8%	24	8.3%
Insurance	692	796	104	13.1%	781	11.4%	81	82	74	82	81	79	88	9	11.4%	79	0.0%
Utilities	656	805	149	18.5%	721	9.0%	56	78	82	78	124	67	89	22	32.8%	59	(13.6%)
Depreciation & Amortization	2,325	2,680	355	13.2%	2,660	12.6%	257	265	256	265	263	255	298	43	16.9%	283	9.9%
Interest	918	1,059	141	13.3%	1,020	10.0%	102	104	100	103	103	99	118	19	19.2%	109	9.2%
Other	5,726	5,960	234	3.9%	5,356	(6.9%)	647	676	826	529	727	360	661	301	83.6%	515	30.1%
Total Operating Expenses	59,754	61,333	1,579	2.6%	59,324	(0.7%)	6,844	6,710	6,608	6,674	6,968	6,412	6,894	482	7.5%	6,741	4.9%
Operating Margin	1,663	712	951	133.6%	\$829	116.4%	445	(90)	72	(566)	(391)	291	\$185	106	36.4%	\$282	3.2%
Non-Operating Revenue (Exp)																	
Investment Income	681	178	503	282.6%	469	45.2%	139	(34)	101	17	100	59	20	39	195.0%	92	(35.9%)
Other	1,873	1,563	310	19.8%	1,739	7.7%	145	272	272	154	222	235	174	61	35.1%	223	5.4%
Total Non-Operating Revenue (Exp)	2,554	1,741	813	46.7%	2,208	15.7%	284	238	373	171	322	294	194	100	51.5%	315	(6.7%)
Net Margin	\$4,217	\$2,453	\$1,764	71.9%	\$3,037	38.9%	\$729	\$148	\$445	(\$395)	(\$69)	\$585	\$379	\$206	54.4%	\$597	(1.8%)
EBIDA	\$7,460	\$6,192	\$1,268	20.5%	\$6,717	11.1%	\$1,088	\$517	\$801	(\$27)	\$297	\$939	\$795	\$144	18.1%	\$989	(5.1%)
Total Profit Margin	6.9%	4.0%			5.0%		10.0%	2.2%	6.7%	(6.5%)	(1.0%)	8.7%	5.4%			8.5%	
EBIDA Margin	12.1%	10.0%			11.2%		14.9%	7.8%	12.0%	(0.4%)	4.5%	14.0%	11.2%			14.1%	



Income Statement
Southwest Health System Consolidated
 Through the Period Ending Sep-25
 (\$ in Thousands)

Current Month									
Actual	%GPR	Budget	%GPR	Variance *		Prior Year	%GPR	Variance *	
				\$	%			\$	%
\$2,193	15.0%	\$1,967	14.0%	\$226	11.5%	\$1,766	13.6%	\$427	24.2%
12,392	85.0%	12,037	86.0%	355	2.9%	11,259	86.4%	1,133	10.1%
14,585	100.0%	14,004	100.0%	581	4.1%	13,025	100.0%	1,560	12.0%
2,354	16.1%	2,283	16.3%	(71)	(7.2%)	2,161	16.6%	(193)	(13.3%)
1,993	13.7%	2,538	18.1%	545	21.5%	2,084	16.0%	91	4.4%
93	0.6%	0	0.0%	(93)	0.0%	(1)	0.0%	(94)	#####
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(1,230)	-8.4%	(1,047)	-7.5%	183	17.5%	(1,564)	-12.0%	(334)	(21.4%)
2,230	15.3%	1,603	11.4%	(627)	(39.1%)	1,537	11.8%	(693)	(45.1%)
1,369	9.4%	1,015	7.2%	(354)	(34.9%)	989	7.6%	(380)	(38.5%)
457	3.1%	428	3.1%	(29)	(6.7%)	390	3.0%	(67)	(17.0%)
400	2.7%	476	3.4%	76	15.9%	356	2.7%	(44)	(12.3%)
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
38	0.3%	0	0.0%	(38)	0.0%	110	0.8%	72	65.6%
877	6.0%	293	2.1%	(584)	(198.9%)	565	4.3%	(312)	(55.2%)
8,581	58.8%	7,589	54.2%	(992)	(13.1%)	6,627	50.9%	(1,954)	(29.5%)
6,004	41.2%	6,415	45.8%	(411)	(6.4%)	6,398	49.1%	(394)	(6.2%)
699	4.8%	664	4.7%	35	5.1%	625	4.8%	74	11.8%
6,703	46.0%	7,079	50.5%	(376)	(5.3%)	7,023	53.9%	(320)	(4.6%)
	%NOR		%NOR				%NOR		
2,572	38.4%	2,857	40.4%	285	10.0%	2,559	36.4%	(13)	(0.5%)
668	10.0%	357	5.0%	(311)	(87.1%)	640	9.1%	(28)	(4.4%)
562	8.4%	606	8.6%	44	7.3%	607	8.6%	45	7.4%
119	1.8%	153	2.2%	34	22.3%	152	2.2%	33	22.0%
395	5.9%	345	4.9%	(50)	(14.4%)	425	6.1%	30	7.1%
774	11.5%	875	12.4%	101	11.6%	823	11.7%	49	6.0%
83	1.2%	103	1.5%	20	19.8%	113	1.6%	30	27.1%
357	5.3%	315	4.4%	(42)	(13.4%)	353	5.0%	(4)	(1.3%)
22	0.3%	29	0.4%	7	22.9%	24	0.3%	2	6.3%
79	1.2%	88	1.2%	9	10.3%	79	1.1%	0	(0.4%)
67	1.0%	89	1.3%	22	24.3%	59	0.8%	(8)	(13.3%)
255	3.8%	298	4.2%	43	14.5%	283	4.0%	28	10.0%
99	1.5%	118	1.7%	19	16.1%	109	1.6%	10	9.4%
360	5.4%	661	9.3%	301	45.6%	515	7.3%	155	30.1%
6,412	95.7%	6,894	97.4%	482	7.0%	6,741	96.0%	329	4.9%
291	4.3%	185	2.6%	106	56.7%	282	4.0%	9	3.7%
59	0.9%	20	0.3%	39	195.0%	92	1.3%	(33)	(35.9%)
235	3.5%	174	2.5%	61	35.1%	223	3.2%	12	5.4%
294	4.4%	194	2.7%	100	51.5%	315	4.5%	(21)	(6.7%)
\$585	8.7%	\$379	5.4%	\$206	54.4%	\$597	8.5%	(\$12)	(2.0%)
\$939	14.0%	\$795	11.2%	\$144	18.1%	\$989	14.1%	(\$50)	(5.1%)

(164)
 (51)
 (226)
 (8)
 0
 490

Fiscal-Year-to-Date										
Actual	%GPR	Budget	%GPR	Variance *		Prior Year	%GPR	Variance *		
				\$	%			\$	%	
\$18,689	14.2%	\$17,497	14.2%	\$1,192	6.8%	\$16,857	14.3%	\$1,832	10.9%	
112,746	85.8%	106,120	85.8%	6,626	6.2%	101,164	85.7%	11,582	11.4%	
131,435	100.0%	123,617	100.0%	7,818	6.3%	118,021	100.0%	13,414	11.4%	
REVENUE DEDUCTIONS										
Medicare Contractual	22,997	17.5%	20,213	16.4%	(2,784)	(13.0%)	19,357	16.4%	(3,640)	(18.7%)
Medicaid Contractual	24,214	18.4%	22,583	18.3%	(1,631)	(7.2%)	19,911	16.9%	(4,303)	(21.8%)
Prior Year Medicare Cost Report Adj.	(150)	-0.1%	0	0.0%	150	0.0%	(113)	-0.1%	37	33.6%
Prior Year Medicaid Cost Report Adj.	0	0.0%	0	0.0%	0	0.0%	(27)	0.0%	(27)	(100.0%)
Other Directed Payment Programs	(8,606)	-6.5%	(9,424)	-7.6%	(818)	(8.7%)	(10,304)	-8.7%	(1,698)	(16.5%)
Managed Medicare	16,149	12.3%	14,225	11.5%	(1,924)	(13.5%)	13,781	11.7%	(2,368)	(17.2%)
Managed Care (HMO/PPO) Discounts	7,849	6.0%	8,828	7.1%	979	11.1%	8,358	7.1%	509	6.1%
Charity & Indigent Discounts	3,373	2.6%	3,762	3.0%	389	10.3%	3,699	3.1%	326	8.8%
Other Discounts	4,065	3.1%	4,190	3.4%	125	3.0%	3,470	2.9%	(595)	(17.2%)
Self Pay Discounts	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Administrative Adjustments	580	0.4%	0	0.0%	(580)	0.0%	724	0.6%	144	19.9%
Implicit Price Concessions	6,061	4.6%	2,593	2.1%	(3,468)	(133.7%)	4,585	3.9%	(1,476)	(32.2%)
TOTAL REVENUE DEDUCTIONS	76,532	58.2%	66,970	54.2%	(9,562)	(14.3%)	63,441	53.8%	(13,091)	(20.6%)
TOTAL NET PATIENT REVENUE	54,903	41.8%	56,647	45.8%	(1,744)	(3.1%)	54,580	46.2%	323	0.6%
Other Revenue	6,514	5.0%	5,398	4.4%	1,116	20.7%	5,573	4.7%	941	16.9%
TOTAL NET REVENUE	61,417	46.7%	62,045	50.2%	(628)	(1.0%)	60,153	51.0%	1,264	2.1%
OPERATING EXPENSE										
Salary and Wages	24,064	39.2%	25,586	41.2%	1,522	5.9%	23,752	39.5%	(312)	(1.3%)
Contract Labor	4,097	6.7%	3,260	5.3%	(837)	(25.7%)	5,080	8.4%	983	19.4%
Employee Benefits	5,192	8.5%	5,446	8.8%	254	4.7%	5,291	8.8%	99	1.9%
Professional Fees	1,009	1.6%	1,381	2.2%	372	26.9%	1,278	2.1%	269	21.0%
Medical Supplies	3,005	4.9%	3,227	5.2%	222	6.9%	2,967	4.9%	(38)	(1.3%)
Pharmaceutical Supplies	7,790	12.7%	7,079	11.4%	(711)	(10.0%)	6,557	10.9%	(1,233)	(18.8%)
Other Supplies	726	1.2%	953	1.5%	227	23.9%	826	1.4%	100	12.2%
Purchased Services	3,362	5.5%	2,844	4.6%	(518)	(18.2%)	2,793	4.6%	(569)	(20.4%)
Lease and Rent	192	0.3%	257	0.4%	65	25.5%	242	0.4%	50	20.7%
Insurance	692	1.1%	796	1.3%	104	13.0%	781	1.3%	89	11.4%
Utilities	656	1.1%	805	1.3%	149	18.5%	721	1.2%	65	9.0%
Depreciation & Amortization	2,325	3.8%	2,680	4.3%	355	13.3%	2,660	4.4%	335	12.6%
Interest	918	1.5%	1,059	1.7%	141	13.3%	1,020	1.7%	102	9.9%
Other Total Operating Expenses	5,726	9.3%	5,960	9.6%	234	3.9%	5,356	8.9%	(370)	(6.9%)
TOTAL OPERATING EXPENSES	59,754	97.3%	61,333	98.9%	1,579	2.6%	59,324	98.6%	(430)	(0.7%)
OPERATING MARGIN	1,663	2.7%	712	1.1%	951	134.1%	829	1.4%	834	100.3%
NON-OPERATING REVENUE (EXP)										
Investment Income	681	1.1%	178	0.3%	503	282.6%	469	0.8%	212	45.2%
Other Total Non-Operating Expenses (EXP)	1,873	3.0%	1,563	2.5%	310	19.8%	1,739	2.9%	134	7.7%
TOTAL NON-OPERATING REVENUE (EXP)	2,554	4.2%	1,741	2.8%	813	46.7%	2,208	3.7%	346	15.7%
NET MARGIN	\$4,217	6.9%	\$2,453	4.0%	\$1,764	71.9%	\$3,037	5.0%	\$1,180	38.9%
EBIDA	\$7,460	12.1%	\$6,192	10.0%	\$1,268	20.5%	\$6,717	11.2%	\$743	11.1%

Bond Debt Payment (1,473)
 Line of Credit Payment (534)
 Reserve for Capital Infrastructure (1,643)
 Capital Purchases (409)
 Medicare Overpayment - Repayment 0
Grand Total 3,401



Balance Sheet

Southwest Health System Consolidated

	Sep-25	Aug-25	Variance*		(\$ in Thousands)			Dec-24	Variance*	
	Current Month	Previous Month	\$	%	Sep-24 Last Year	\$	%	Last Year End	\$	%
ASSETS										
Current Assets										
Cash and Cash Equivalents	\$8,096	\$7,042	\$1,054	15.0%	\$5,831	\$2,265	38.8%	\$5,936	\$2,160	36.4%
Short-Term Investments	11,282	11,243	39	0.3%	10,851	431	4.0%	10,771	511	4.7%
Assets Whose Use is Limited, and Required for Current Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Patient Accounts Receivable, Net	7,522	7,349	173	2.4%	7,434	88	1.2%	7,189	333	4.6%
Inventories	1,929	1,694	235	13.9%	1,620	309	19.1%	1,597	332	20.8%
Other Current Assets	2,123	2,157	(34)	(1.6%)	1,700	423	24.9%	1,625	498	30.6%
Total Current Assets	30,952	29,485	1,467	5.0%	27,436	3,516	12.8%	27,118	3,834	14.1%
Assets Whose Use is Limited or Donor-Restricted Net of Amount Required for Current Liabilities	7,549	7,234	315	4.4%	5,320	2,229	41.9%	5,657	1,892	33.4%
Property, Plant, and Equipment, Net	27,787	28,038	(251)	(0.9%)	29,992	(2,205)	(7.4%)	29,306	(1,519)	(5.2%)
Noncurrent Investments (Unrestricted)	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Assets	223	214	9	4.0%	200	23	11.8%	196	27	13.8%
Total Assets	\$66,511	\$64,971	\$1,540	2.4%	\$62,948	\$3,563	5.7%	\$62,277	\$4,234	6.8%
LIABILITIES AND FUND BALANCES										
Current Liabilities										
Accounts Payable	\$2,725	\$2,487	\$238	9.6%	\$2,999	(\$274)	(9.1%)	\$2,352	\$373	15.9%
Accrued Expense Payable	4,890	4,340	550	12.7%	4,701	189	4.0%	3,526	1,364	38.7%
Estimated Third Party Payor Settlements	3,878	2,715	1,163	42.8%	3,308	570	17.2%	3,049	829	27.2%
Other Current Liabilities	2,741	3,589	(848)	(23.6%)	4,789	(2,048)	(42.8%)	4,137	(1,396)	(33.7%)
Current Portion of Long-Term Debt	319	444	(125)	(28.2%)	780	(461)	(59.1%)	408	(89)	(21.8%)
Short Term Lease Obligations	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Current Liabilities	14,553	13,575	978	7.2%	16,577	(2,024)	(12.2%)	13,472	1,081	8.0%
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	24,092	24,089	3	0.0%	25,166	(1,074)	(4.3%)	25,141	(1,049)	(4.2%)
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Liabilities	38,645	37,664	981	2.6%	41,743	(3,098)	(7.4%)	38,613	32	0.1%
Fund Balances										
Unrestricted	27,982	27,396	586	2.1%	\$21,409	\$6,573	30.7%	\$23,773	\$4,209	17.7%
Temporarily Donor-Restricted	(116)	(89)	(27)	(31.3%)	(204)	88	43.2%	(109)	(\$7)	6.6%
Permanently Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	\$0	0.0%
Total Fund Balances	27,866	27,307	559	2.0%	21,205	6,661	31.4%	23,664	4,202	17.8%
Total Liabilities and Fund Balances	\$66,511	\$64,971	\$1,540	2.4%	\$62,948	\$3,563	5.7%	\$62,277	\$4,234	6.8%
Days Cash on Hand										
Capital Infrastructure Reserve	92	86	5	6.0%	80	12	14.8%	79	13	16.2%
Bond Deb Reserve	22	21								
	6	6								
Total Reportable DCOH	120	114								



Statement Of Cash Flows
Southwest Health System Consolidated

Sep-25

(\$ in Thousands)

	<u>Current Month</u>	<u>Fiscal YTD</u>
Cash Flows From Operating Activities		
Net Margin	\$585	\$4,217
Adjustment for Depreciation and Amortization	255	2,325
Change in Working Capital		
Short-Term Investments	(39)	(511)
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	(173)	(333)
Inventories	(235)	(332)
Other Current Assets	34	(498)
Accounts Payable	238	373
Accrued Expense Payable	550	1,364
Estimated Third-Party Payor Settlements	1,163	829
Other Current Liabilities	(848)	(1,396)
Net Cash Provided (Used) by Operating Activities	<u>1,530</u>	<u>6,038</u>
Changes in Noncurrent Assets and Liabilities		
Assets Whose Use is Limited or Donor-Restricted	(315)	(1,892)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	(9)	(27)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	<u>(324)</u>	<u>(1,919)</u>
Capital and Related Financing Activities		
Property, Plant & Equipment	(4)	(806)
Inter-Company	0	0
Current Portion of Long-Term Debt	(125)	(89)
Long-Term Debt	3	(1,049)
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	(26)	(15)
Net Capital & Related Financing Activities	<u>(152)</u>	<u>(1,959)</u>
Net Increase (Decrease) in Cash	1,054	2,160
Cash at Beginning of Period	7,042	5,936
Cash at End of Period	<u><u>\$8,096</u></u>	<u><u>\$8,096</u></u>

Southwest Health System, Inc
 Schedule of Debt Payments
 9/30/2025

	District Sales Tax MCHD	Hosp Portion SWHS	Total Debt Payment	Restricted for Capital Imprvmt	Disbursement	Interest Earned Capital Imprvmt
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			
2022 YTD	<u>2,255,552.77</u>	<u>1,371,592.52</u>	<u>3,627,175.79</u>			
	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	<u>2,147,305.08</u>	<u>1,742,604.22</u>	<u>2,874,017.11</u>	<u>1,517,453.03</u>	-	<u>54,151.14</u>
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	<u>2,210,906.20</u>	<u>1,980,000.00</u>	<u>1,964,075.04</u>	<u>2,226,831.16</u>	<u>(937,013.53)</u>	<u>177,743.59</u>
Running Total				3,744,284.19	(937,013.53)	231,894.73
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	128,621.06	165,000.00	163,672.92	129,948.14		12,566.56
May-25	212,221.57	165,000.00	163,672.92	213,548.65	(52,500.00)	12,882.00
Jun-25	214,996.26	165,000.00	163,672.92	216,323.34	(131,883.94)	13,584.69
Jul-25	180,193.88	165,000.00	163,672.92	181,520.96		13,671.44
Aug-25	222,783.46	165,000.00	163,672.92	224,110.54		14,822.77
Sep-25	209,442.26	165,000.00	163,672.92	210,769.34		15,385.80
Oct-25						
Nov-25						
Dec-25						
2025 YTD	<u>1,698,183.26</u>	<u>1,485,000.00</u>	<u>1,473,056.28</u>	<u>1,710,126.98</u>	<u>(184,383.94)</u>	<u>117,448.79</u>
Running Total				5,454,411.17	(1,121,397.47)	349,344
				Available for Capital Improvements		4,682,357

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	Qtr End 31 Actual 3/31/2025	Qtr End 30 Actual 6/30/2025	Qtr End 30 Actual 9/30/2025
Return on Assets		6.86%	5.72%	10.01%	10.11%	9.95%	9.01%	8.58%	8.67%	6.04%	3.74%	6.04%
25th Percentile		1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%	1.15%
37 1/2th Percentile		1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%	1.73%
50th Percentile		2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
75th Percentile		2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%	2.88%
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	17,786,077	17,291,940	19,377,269
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	7,403,668	7,526,213	7,521,971
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	1,504,411	1,701,925	1,733,758
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	14,023,714	12,714,247	14,552,334
Acid Test Ratio		1.21	1.26	1.32	1.31	1.39	1.38	1.54	1.85	1.90	2.09	1.97
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	29,017,201	28,718,038	30,951,204
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	1,504,411	1,701,925	1,733,758
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	14,023,714	12,714,247	14,552,334
Current Ratio		1.39	1.45	1.49	1.49	1.57	1.58	1.74	2.09	2.18	2.39	2.25
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	17,786,077	17,291,940	19,377,269
Daily Cash Operating Expense (Rolling 3 mos)				196,745	212,739	205,016	206,471	212,569	210,294	209,129	212,838	209,776
Daily Cash Operating Expense (Rolling 6 mos)				201,347	204,605	208,898	205,743	209,537	211,431	209,718	210,994	211,299
Daily Cash Operating Expense (Rolling 12 mos)				203,701	205,737	205,123	205,240	209,217	208,603	209,627	211,214	210,510
DCOH (Unrestricted Cash)		52	53	58	17	26	31	27	28	32	29	39
OH (Self-Restricted/Restricted Investments)		18	17	30	63	57	57	70	72	76	78	83
DCOH OLD *		69	70	74	69	66	72	80	80	85	82	92
DCOH CHC **		67	70	74	69	65	71	80	79	85	82	92
DCOH NEW ***				88	80	83	88	98	100	109	106	121
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	11,300,005	13,181,548	10,545,804
Investment Value Change		45,951	24,123	-109,336	52,969	21,839	41,426	64,005	-31,468	28,277	58,020	3,484
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	4.30	5.02	4.02
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	24,071,743	24,081,798	24,091,885
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		24,278,187	23,706,824	23,492,930	22,973,920	23,348,185	23,358,545	23,368,943	23,343,853	22,274,791	22,284,846	22,294,933
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	24,943,784	24,208,491	24,350,251
Debt to Capitalization Ratio		58.71%	56.17%	57.06%	56.74%	56.08%	56.39%	55.21%	54.30%	47.17%	47.93%	47.80%

*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.

MCHD Finance Report



By: Sean Flaherty, MCHD Scty/Treas

11/5/25

In addition to the enclosed 2026 Updated Budget for Board consideration to approve, I recommend the following items be considered to streamline our financial processes:

1. Bill Payment Timeline

- We set a deadline for bills to be received by the first of the month to be approved in that month's consent agenda.
- Communicate to service providers and post on our website: "Bills received in the current month will be discussed and paid at the following month's meeting."

2. Financial Reporting Schedule

- Align our reporting with SHS by reporting one month in arrears
- Example: Report August numbers at the October meeting
- This gives us more time to compile documents and ensures all financials at the meeting reference the same period

3. SHS Payment Timing

- Report and pay SHS for sales tax payments received in the previous month instead of scrambling to gather current month's data

Thank you and kind regards,
Sean

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
PROPOSED BUDGET - 2026**

ESTIMATED RESOURCES	Actual Prior Year 2024	Approved Budget 2025	Estimated 2025	Proposed Budget 2026
Beginning Balance	3,007,259	3,324,751	3,324,751	3,997,533
Revenue:				
Property Tax Revenue	557,142	482,000	721,199	522,841
S.O. Tax Revenue	60,000	60,000	60,000	60,000
Investment Income	1,000	45,000	40,616	45,000
Lease Income	40,000	65,560	61,733	65,000
Capital Contributions				
CARES - DOLA	7,500			
Sales Tax	1,600,000	2,000,000	2,234,030	2,200,000
Other	5,000	5,000	5,000	5,000
Total Revenue	<u>2,270,642</u>	<u>2,657,560</u>	<u>3,122,579</u>	<u>2,897,841</u>
TOTAL AVAILABLE RESOURCES	<u>5,277,901</u>	<u>5,982,311</u>	<u>6,447,330</u>	<u>6,895,374</u>
ESTIMATED EXPENDITURES				
Operating Expenditures:				
Legal Fees	35,647	25,000	20,221	25,000
Audit Fees	8,500	8,500	8,500	8,500
CPA Fees	18,563	18,000	6,500	7,500
County Treasurer's Fees	13,991	14,000	14,000	14,000
Other Fees	185	185	185	185
Education & Travel				
Election Expenses	10,000	10,000	10,000	10,000
Supplies & Office Expenditures	1,525	1,525	256	1,525
Dues & Subscriptions	2,000	2,000	2,209	2,000
Insurance	6,500	6,500	6,500	6,500
Board Meeting Meals	500	500	500	500
MCHD Transfer for SHS Bonds	2,026,304	2,026,304	2,234,030	2,200,000
Professional Fees		75,000	75,000	75,000
Repair & Maintenance	7,500	7,500	7,500	7,500
Misc. Expense	6,000	6,000	6,000	6,000
Total Operating Expenditures	<u>2,137,215</u>	<u>2,201,014</u>	<u>2,391,402</u>	<u>2,364,210</u>
Capital Outlay:				
Equipment and Other	500,000	325,000	58,395	325,000
Total Capital Outlay	<u>500,000</u>	<u>325,000</u>	<u>58,395</u>	<u>325,000</u>
TOTAL EXPENDITURES	<u>2,637,215</u>	<u>2,526,014</u>	<u>2,449,797</u>	<u>2,689,210</u>
FUND BALANCE				
Committed and Nonspendable	1,300,000	1,300,000	1,300,000	1,300,000
Debt Service Reserve Fund				
Unreserved Fund Balance	1,340,686	2,156,297	2,697,533	2,906,164
TOTAL FUND BALANCE	<u>2,640,686</u>	<u>3,456,297</u>	<u>3,997,533</u>	<u>4,206,164</u>
TOTAL APPLICATIONS	5,277,901	5,982,311	6,447,330	6,895,374

Monthly Financial Reports

Montezuma County Hospital District
For the month ended September 30, 2025

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- 5 Balance Sheet
- 7 Statement of Cash Flows
- 8 General Ledger Detail

Profit and Loss

Montezuma County Hospital District For the month ended September 30, 2025 Accrual Basis

	SEP 2025	JAN-SEP 2025	JAN-SEP 2025 OVERALL BUDGET	VARIANCE
Revenue				
Property Tax Revenue	12,701	540,899	361,503	179,396 ↑
S.O. Tax Revenue	-	-	45,000	(45,000) ↓
Investment Income	3,956	30,462	33,750	(3,288) ↓
Lease Income	4,630	46,300	49,167	(2,867) ↓
Sales Tax Income	209,523	1,675,523	1,500,003	175,520 ↑
Other Revenue	-	-	3,753	(3,753) ↓
Total Revenue	230,810	2,293,184	1,993,176	300,008
Gross Profit				
	230,810	2,293,184	1,993,176	300,008
Expenses				
Legal Fees	2,585	15,166	18,747	(3,581) ↓
Audit Fees	-	-	6,372	(6,372) ↓
CPA Fees	-	3,085	13,500	(10,415) ↓
County Treasurer's Fees	-	-	10,503	(10,503) ↓
Other Fees/Bank Fees	-	51	135	(84) ↓
Election Expense	-	-	7,497	(7,497) ↓
Supplies & Office Expenditures	-	192	1,143	(951) ↓
Dues & Subscriptions	-	1,657	1,503	154 ↑
Insurance	-	6,068	4,878	1,190 ↑
Board Meeting Meals	-	-	378	(378) ↓
MCHD Transfer for SHS Bonds	-	-	1,519,731	(1,519,731) ↓
Professional Fees	-	-	56,250	(56,250) ↓
Repairs and Maintenance	-	-	5,625	(5,625) ↓
Capital Outlay	6,506	41,511	243,747	(202,236) ↓
Utilities	-	615	-	615 ↑
Finance Costs	-	-	4,500	(4,500) ↓
Total Expenses	9,091	68,347	1,894,509	(1,826,162)

Profit and Loss

	SEP 2025	JAN-SEP 2025	JAN-SEP 2025 OVERALL BUDGET	VARIANCE
Profit (Loss)	221,719	2,224,837	98,667	2,126,170

Balance Sheet

Montezuma County Hospital District As of September 30, 2025 Accrual Basis

	SEP 30, 2025	AUG 31, 2025	JUL 31, 2025	JUN 30, 2025	MAY 31, 2025	APR 30, 2025	MAR 31, 2025	FEB 28, 2025	JAN 31, 2025
Assets									
Current Assets									
Cash and Cash Equivalents									
Business Checking - 7189	1,998,911	1,986,715	1,937,291	1,889,502	1,864,333	1,436,672	1,447,164	1,440,324	1,445,516
MCHD Health Facilities Checking - 897	279,078	278,997	295,747	277,185	300,215	297,443	294,955	300,154	295,891
Total Cash and Cash Equivalents	2,277,989	2,265,712	2,233,038	2,166,686	2,164,548	1,734,115	1,742,119	1,740,479	1,741,406
Total Current Assets	2,277,989	2,265,712	2,233,038	2,166,686	2,164,548	1,734,115	1,742,119	1,740,479	1,741,406
Non-Current Assets									
Other Non-Current Assets	206,885	206,885	206,885	206,885	206,885	206,885	206,885	206,888	206,888
Total Non-Current Assets	206,885	206,885	206,885	206,885	206,885	206,885	206,885	206,888	206,888
Total Assets	2,484,873	2,472,597	2,439,923	2,373,571	2,371,433	1,940,999	1,949,004	1,947,366	1,948,294
Liabilities and Equity									
Liabilities									
Current Liabilities									
Accounts Payable	-	-	-	-	-	-	2,657	-	-
Taxes Payable									
Sales and Excise Tax Payable, Current	(1,698,183)	(1,488,741)	(1,265,958)	(1,085,764)	(870,767)	(658,546)	(529,925)	(377,203)	(181,478)
Total Taxes Payable	(1,698,183)	(1,488,741)	(1,265,958)	(1,085,764)	(870,767)	(658,546)	(529,925)	(377,203)	(181,478)
Total Current Liabilities	(1,698,183)	(1,488,741)	(1,265,958)	(1,085,764)	(870,767)	(658,546)	(527,268)	(377,203)	(181,478)
Total Liabilities	(1,698,183)	(1,488,741)	(1,265,958)	(1,085,764)	(870,767)	(658,546)	(527,268)	(377,203)	(181,478)

Balance Sheet

	SEP 30, 2025	AUG 31, 2025	JUL 31, 2025	JUN 30, 2025	MAY 31, 2025	APR 30, 2025	MAR 31, 2025	FEB 28, 2025	JAN 31, 2025
Equity									
Retained Earnings	4,183,057	3,961,338	3,705,880	3,459,335	3,242,200	2,599,545	2,476,272	2,324,569	2,129,772
Total Equity	4,183,057	3,961,338	3,705,880	3,459,335	3,242,200	2,599,545	2,476,272	2,324,569	2,129,772
Total Liabilities and Equity	2,484,873	2,472,597	2,439,923	2,373,571	2,371,433	1,940,999	1,949,004	1,947,366	1,948,294

Statement of Cash Flows

Montezuma County Hospital District For the month ended September 30, 2025

SEP 2025

Cash Flows from Operating Activities

Cash receipts from Customers	218,109
Cash receipts from other operating activities	12,701
Cash payments from other operating activities	(9,091)
Total Cash Flows from Operating Activities	221,719

Cash Flows from Other Activities

Other activities	(209,442)
Total Cash Flows from Other Activities	(209,442)

Net Cash Flows **12,277**

Cash Balances

Movement in cash	-
MCHD Health Facilities Checking - 897	(209,523)
MCHD Health Facilities Checking - 897	209,442
Closed Account	-
Closed Account	-
Business Checking - 7189	(21,287)
Business Checking - 7189	9,091

General Ledger Detail

Montezuma County Hospital District

For the period September 1, 2025 to September 30, 2025

Accrual Basis

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE	TAX	TAX RATE	TAX RATE NAME	RELATED ACCOUNT
Accounts Payable										
Sep 12, 2025	Payable Invoice	KELLY R McCabe, P.C.		-	2,585	(2,585)	-	0.00%		640 - Legal Fees
Sep 12, 2025	Payable Payment	Payment: KELLY R McCabe, P.C.		2,585	-	-	-	0.00%		100 - Business Checking - 7189
Sep 12, 2025	Payable Invoice	Mazzetti, Inc.		-	6,506	(6,506)	-	0.00%		550 - Capital Outlay
Sep 12, 2025	Payable Invoice	Southwest Health System		-	209,442	(215,949)	-	0.00%		220 - Sales Tax Payable
Sep 12, 2025	Payable Payment	Payment: Southwest Health System		209,442	-	(6,506)	-	0.00%		102 - MCHD Health Facilities Checking - 897
Sep 16, 2025	Payable Payment	Payment: Mazzetti, Inc.		6,506	-	-	-	0.00%		100 - Business Checking - 7189
Total Accounts Payable				218,534	218,534	-	-			
Net movement				-	-	-	-			
Business Checking - 7189										
Sep 8, 2025	Receive Money	State of Colorado		12,567	-	12,567	-	0.00%		400 - Property Tax Revenue
Sep 11, 2025	Receive Money	State of Colorado		134	-	12,701	-	0.00%		400 - Property Tax Revenue
Sep 12, 2025	Payable Payment	Payment: KELLY R McCabe, P.C.		-	2,585	10,116	-	0.00%		200 - Accounts Payable
Sep 16, 2025	Payable Payment	Payment: Mazzetti, Inc.		-	6,506	3,610	-	0.00%		200 - Accounts Payable
Sep 26, 2025	Receive Money	Southwest Health System		4,630	-	8,240	-	0.00%		403 - Lease Income
Sep 30, 2025	Receive Money	NOW Account Interest		3,956	-	12,196	-	0.00%		402 - Investment Income
Total Business Checking - 7189				21,287	9,091	12,196	-			
Net movement				12,196	-	-	-			

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE	TAX	TAX RATE	TAX RATE NAME	RELATED ACCOUNT
Capital Outlay										
Sep 12, 2025	Payable Invoice	Mazzetti, Inc. - CONCEPT DESIGN PHASE		6,506	-	6,506	-	0.00%	Tax Exempt	200 - Accounts Payable
Total Capital Outlay				6,506	-	6,506	-			
Net movement				6,506	-	-	-			
Investment Income										
Sep 30, 2025	Receive Money	NOW Account Interest		-	3,956	(3,956)	-	0.00%	Tax Exempt	100 - Business Checking - 7189
Total Investment Income				-	3,956	(3,956)	-			
Net movement				-	3,956	-	-			
Lease Income										
Sep 26, 2025	Receive Money	Southwest Health System - Southwest Health Payable MONTEZUMA COUNTY HOSPI		-	4,630	(4,630)	-	0.00%	Tax on Sales	100 - Business Checking - 7189
Total Lease Income				-	4,630	(4,630)	-			
Net movement				-	4,630	-	-			
Legal Fees										
Sep 12, 2025	Payable Invoice	KELLY R McCabe, P.C.		2,585	-	2,585	-	0.00%	Tax Exempt	200 - Accounts Payable
Total Legal Fees				2,585	-	2,585	-			
Net movement				2,585	-	-	-			
MCHD Health Facilities Checking - 897										
Sep 9, 2025	Receive Money	CO DOR Sales Tax	02525	186,366	-	186,366	-	0.00%		406 - Sales Tax Income
Sep 11, 2025	Receive Money	State of Colorado	02525	21,866	-	208,232	-	0.00%		406 - Sales Tax Income
Sep 11, 2025	Receive Money	State of Colorado	02525	1,291	-	209,523	-	0.00%		406 - Sales Tax Income
Sep 12, 2025	Payable Payment	Payment: Southwest Health System		-	209,442	81	-	0.00%		200 - Accounts Payable
Total MCHD Health Facilities Checking - 897				209,523	209,442	81	-			
Net movement				81	-	-	-			

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE	TAX	TAX RATE	TAX RATE NAME	RELATED ACCOUNT
Property Tax Revenue										
Sep 8, 2025	Receive Money	State of Colorado		-	12,567	(12,567)	-	0.00%	Tax on Sales	100 - Business Checking - 7189
Sep 11, 2025	Receive Money	State of Colorado		-	134	(12,701)	-	0.00%	Tax on Sales	100 - Business Checking - 7189
Total Property Tax Revenue				-	12,701	(12,701)	-			
Net movement				-	12,701	-	-			
Sales Tax Income										
Sep 9, 2025	Receive Money	CO DOR Sales Tax	02525	-	186,366	(186,366)	-	0.00%	Tax on Sales	102 - MCHD Health Facilities Checking - 897
Sep 11, 2025	Receive Money	State of Colorado	02525	-	21,866	(208,232)	-	0.00%	Tax on Sales	102 - MCHD Health Facilities Checking - 897
Sep 11, 2025	Receive Money	State of Colorado	02525	-	1,291	(209,523)	-	0.00%	Tax on Sales	102 - MCHD Health Facilities Checking - 897
Total Sales Tax Income				-	209,523	(209,523)	-			
Net movement				-	209,523	-	-			
Sales Tax Payable										
Sep 12, 2025	Payable Invoice	Southwest Health System - August Sales Tax		209,442	-	209,442	-	0.00%	Tax Exempt	200 - Accounts Payable
Total Sales Tax Payable				209,442	-	209,442	-			
Net movement				209,442	-	-	-			
Total				667,877	667,877	-	-			

Capital Infrastructure Committee



Microgrid Grant Current Overview:

Battery Storage and Microgrid controller

\$3.2m original estimate (may be less)

\$1.6m DOLA (Dept of Energy) Microgrid Resilience awarded

3/2025 - 50% match (will adjust based on actual spend)

\$800k* LOMA (IIJA) Match Grant (no outlay required to fund)

\$800k remainder reimbursable by Inflation Reduction Act once put in service. Requires MCHD / Cap Inf spend then reimbursed.

Collective Energy review of original build meets all BABA and new admin requirements and pricing is coming in at less than original quote from Mazzetti. (Two options described in joint meeting handout.)

* asking \$800k, not awarded yet. Board approval/letter requested.

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

October 8, 2025

Department of Local Affairs
1313 Sherman Street Ste 521
Denver, CO 80203

Re: Infrastructure Investment and Jobs Act (IIJA) Local Match

To Whom It May Concern:

I am writing to express the formal commitment of Montezuma County Hospital District in applying for and utilizing the grant funds being offered through the Infrastructure Investment and Jobs Act. We deeply appreciate your consideration and support for this funding match to our awarded Microgrid Resilience Grant that will significantly contribute to our ability to our energy resilience and independence.

As the Chairperson of Montezuma County Hospital District, I confirm that our municipality is fully committed to the successful completion of this project. We understand the importance of the funding and assure you that the resources will be used in strict accordance with the program guidelines. The Microgrid Resilience Project will be the catalyst and foundation for energy resilience and energy management infrastructure for hospital operations. It also aligns with our ongoing goals to improve decrease carbon footprint and energy costs, which are burdensome to hospital operations.

In addition, we are prepared to meet any necessary requirements and provide the required reports to ensure transparency and accountability. Our team has the capacity to manage this grant and will work diligently to ensure that the funds are used effectively and efficiently to achieve the desired outcomes.

We are excited about the possibility of collaborating with the Department of Local Affairs and sincerely appreciate the opportunity to apply for this funding. Should you need any further information or documentation, please do not hesitate to contact me directly.

Thank you in advance for your consideration.

Sincerely,

Brandon Johnson
MCHD Board Chairman

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.