

**MONTEZUMA COUNTY HOSPITAL DISTRICT
BOARD MEETING
EMS Training Room, Southwest Health System
WEDNESDAY, May 8, 2024
Meeting Starts: 6:00pm**

AGENDA

6:00pm Call to Order - 5 minutes

Roll Call

Changes or additions to agenda

Public Comment: *Public is invited to attend and provide comments please RSVP bjabour@swhealth.org as seating is limited.*

CONSENT AGENDA (Enclosure 1) - 5 minutes

- May 8, 2024 Regular Meeting Minutes
- Payment of Bills

REPORTS and ACTION ITEMS

SHS Report (Enclosure 2)

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

Financial Report, Rob Dobry, Scty/Treas (Enclosure 3) - 15 minutes

- SIPA Accessibility Grant
- April Financials

Possible DOLA Grant Funding - 10 minutes

Owner's Representative Report, Peter Rehn - 10 minutes

Capital Infrastructure Committee Report - 15 minutes

Foundation Update, Gala Pock - 5 minutes

Attorney Report

Executive Session

Adjournment

Mission Statement

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



Consent Agenda



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
May 8, 2024**

Present:

Also Present:

Brandon Johnson, Chairperson	Shirley Jones, SHS Chair (via Teams)	<u>Recorded by:</u>
Robert Dobry, Secretary/Treasurer	Rob Owens, SHS Plant Operations Dir	Bridgett Jabour, Secretary
Gala Pock, Director	Joe Theine, SHS CEO	
Sean Flaherty, Director	Peter Rehn, Owner's Rep for Roof Project (CAPM)	<u>Excused/Absent:</u>
Bob Ower, Director	Adam Conley, SHS CFO	Keenen Lovett, MCHD Attorney
Bill Thompson, Vice-Chairperson	Bill Stroop, community member	
Orly Lucero, Director (via Teams)		
<u>Counsel:</u>		
Kelly McCabe, MCHD Attorney		

Agenda Item/Topic	Findings and Discussions	Conclusions, Recommendations, Actions, and/or Motions	Follow-up Responsible Party
Call to order	MCHD Chair Brandon Johnson called the meeting to order at 6:00 pm.		
Roll Call	Roll was called for the Board by Robert Dobry, Scty/Treas for MCHD Board.		
Public Comment	None.		
Changes to Agenda	Mr. Dobry recommended the addition of Cortez 21 pipeline invoice as well as reimbursement to Bob Ower for annual dues he paid on behalf of MCHD to Cortez 21 Pipeline.	It was moved and seconded to approve the addition of these 2 payments under the MCHD Financial Report. MOTION: Rob Dobry SECOND: Gala Pock Motion carried.	
Consent Agenda	April 10, 2024 Regular Meeting Minutes Payment of Bills	It was moved and seconded to approve the consent agenda as presented.	

		Motion: Robert Dobry Second: Bill Thompson Motion carried.	
<u>REPORTS and ACTION ITEMS</u>			
SHS Board Report	Shirley Jones, SHS Board Chair gave a Board Report: Ms. Jones advised that the board is working on board development education and governance as well as planning a strategic planning meeting this summer.		
SHS Operating Report – CEO Joe Theine	SHS CEO Joe Theine reviewed his on-screen powerpoint, along with the enclosed report. Provider recruiting has been largely successful and nursing retention is holding steady and vacancies are going down. He reviewed statistics, utilization statistics, etc. review of grant activity, hospital week. Dan Wilford Award went to Staci Cost in Rehab. SHS Board and leadership are holding a strategic planning meeting in July and would like MCHD board members involved.	Hospital week is May 12 th through 18 th . All MCHD Board members are encouraged to join us for the barbeque on Friday May 17 th , 11am-1pm in the cafeteria courtyard.	
SHS March 2024 Financial Report – CFO Adam Conley	SHS CFO Adam Conley reviewed the March Financials. Spring break was in March which affected our stats. Higher acuity patients had longer length of stay and higher inpatient revenue. Income statement for March shows a net margin for March of \$81k with EBIDA for March is 367K. Balance sheet DCOH 64.6 without restricted cash; 81 DCOH with restricted funds included in total as defined in loan documents. The roof repair of south campus is starting tomorrow. \$500k appropriating this already funded from Vectra through the Capital Infrastructure fund account. Any additional change orders will require additional requests from Vectra with change order contract change.		

	<p>Mr. Conley stated days unbilled is still much higher than normal, due to continued challenges with Change Healthcare. SHS is normally are around 4 days, now at 27 days. As of the end of April, we are at 6-7 days. The 13 week cash projection, still difficult to project with certainty. Review of capital infrastructure funds.</p>		
<p>Financial Report – Robert Dobry, Scty/Treasurer</p> <p>Discussion on Website with new Legislation</p>	<p>Mr. Dobry reported on the website review and plan. Mr. Dobry will apply for grant from Colorado statewide internet authority. To apply, we will have to authorize the eligible govt entity, which Mr. Lovett affirmed is appropriate</p> <p>The website would be beneficial to have as a .gov website. Mr. Dobry will begin by submitting to the federal government. This is no charge.</p> <p>Mr. Dobry reviewed the addition to the agenda: Invoices from Cortez 21 Pipeline, as well as reimbursement for Bob Ower for dues and infrastructure assessment.</p> <p>Mr. Dobry reported Sales tax deposit of \$171,482.15.</p> <p>Year to date compared to last year, an increase of 108%.</p>	<p>Motion to authorize signing eligible government entity agreement and authorize to apply for grant to do a new website as well as pdf accessibility up to \$6,500. MOTION: Rob Dobry SECOND: Gala Pock Motion carried.</p> <p>It was moved and seconded to pay Cortez 21 pipeline \$750 of per-share infrastructure assessment. MOTION: Rob Dobry SECOND: Gala Pock Motion carried.</p> <p>It was moved and seconded to reimburse Bob Ower for dues of \$7.47 for Cortez 21 Pipeline. MOTION: Rob Dobry SECOND: Gala Pock Motion carried.</p>	
<p>Foundation Report – Gala Pock</p>	<p>Ms. Pock advised that \$70,500 in collection for EMS match with CDPHE. Dr. Karla Demby is a new board member on the foundation. The Foundation is working on developing fundraising strategies for the remainder of 2024 and 2025. Foundation still has open board seats. (2)</p>		

<p>Owner’s Representative Report – Peter Rehn, CAPM</p>	<p>Owner’s Representative Peter Rehn gave his first report: Mr. Rehn attended his first Capital Infrastructure Committee meeting today. Things are progressing quickly. The contractor (Centimark) is mobilizing the crane tomorrow and materials are anticipated to arrive tomorrow. The materials will all be stored on the roof and all work access will be from the exterior. Mr. Rehn as well as SHS Plant Operations Director Rob Owens are working to make sure this work will not affect operations. The largest anticipated impact will be the noise.</p> <p>The work over the Operating Room will be on Friday and Saturday. If there is an emergency surgery, they will stop the repair work. We anticipate 42 working days to complete. Centimark said they would send weekly reports. These will go through the infrastructure committee.</p>		
<p>Cap Infrastructure Committee Meeting Update – Mr. Flaherty</p>	<p>MCHD Director Sean Flaherty advised that discussion continues on Microgrid. Mazzetti is in the estimating and pre planning phase. There has been discussion on where the solar panels could be installed. The committee is looking at PUD lots to figure out what would make the most sense.</p> <p>Additionally, the 10 Infrastructure Priority items are being reprioritized and new items added to the infrastructure list as things are being completed.</p>		
<p>Attorney Report</p>	<p>Kelly McCabe discussed the owner’s rep agreement that had been emailed to the Board earlier this week. Mr. McCabe recommends that the board approve the agreement as prepared.</p>	<p>Motion to approve agreement as presented, assuming that Gala has no concerns when she reads, and authorize Rob Dobry and Brandon Johnson to sign on behalf of the District. MOTION: Rob Dobry SECOND: Gala Pock Motion carried.</p>	
<p>Executive Session</p>	<p>There was no board action to adjourn to executive session.</p>		
<p>Adjournment</p>	<p>Next meeting to take place June 12, 2024.</p>	<p>The Board adjourned the meeting at 7:00 pm.</p>	

		MOTION: Robert Dobry SECOND: Sean Flaherty Motion carried.	
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Bridgett Jabour, MCHD Secretary

Robert Dobry, Secretary/Treasurer

**CONSENT
AGENDA
PAYMENT OF BILLS**

JUNE 2024 Bills

Vendor	Description	Amount
Kelly R. McCabe, PC	4061	\$ 1,990.00
PO Box Annual Invoice	Box 1014	\$ 182.00
John Cutter	Prelim Audit Services for 2023	\$ 6,000.00
Heidi Trainor, PC	Invoice 26180 (May)	\$ 1,650.00
Heidi Trainor, PC	Invoice 26226 (June)	\$ 1,650.00
Central AZ Project Management	2024-187	\$ 36,075.00
Mazzetti Engineering	104421	\$ 1,317.50
		<hr style="border: 0.5px solid black; margin-bottom: 5px;"/> \$ 48,864.50



INVOICE

Invoice # 4061
 Date: 05/21/2024
 Due On: 06/20/2024

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

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

Statement of Account

Outstanding Balance	New Charges	Payments Received	Total Amount Outstanding
(\$0.00	+ \$1,990.00) - (\$0.00) = \$1,990.00

Montezuma C. Hospital District - 9001

Type	Date	Notes	Quantity	Attorney	Rate	Total
Service	04/22/2024	Meeting	1.00	KDL	\$335.00	\$335.00
Service	04/22/2024	Preparation for meeting	0.50	KDL	\$335.00	\$167.50
Service	05/07/2024	Preparation for meeting	0.70	KRM	\$425.00	\$297.50
Service	05/08/2024	Preparation of Owners Representative Agreement	1.80	KRM	\$425.00	\$765.00
Service	05/08/2024	Meeting	1.00	KRM	\$425.00	\$425.00

Time Keeper	Quantity	Rate	Total
Keenen Lovett	1.5	\$335.00	\$502.50
Kelly McCabe	3.5	\$425.00	\$1,487.50
	Subtotal		\$1,990.00

Total \$1,990.00

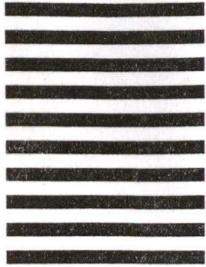
Detailed Statement of Account

Current Invoice

Invoice Number	Due On	Amount Due	Payments Received	Balance Due
4061	06/20/2024	\$1,990.00	\$0.00	\$1,990.00
Outstanding Balance				\$1,990.00
Total Amount Outstanding				\$1,990.00

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

Please pay within 30 days.



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



City, State, ZIP Code
Address Here
Post Office
Print

POSTMASTER
PO BOX FEE PAYMENT

POSTAGE WILL BE PAID BY ADDRESSEE

FIRST-CLASS MAIL PERMIT NO. 99998
BUSINESS REPLY MAIL

If Undeliverable as Addressed,
Return to Local Postmaster



Your PO Box fee is due by the LAST DAY OF THIS MONTH.

Your PO Box will be closed if the fee is not paid by the due date. If the fee is not paid within 10 days after the due date, a **late payment charge will apply**. You may make payment by any of the convenient options noted on the inside top portion of this envelope.

Make checks or money orders payable to **“U.S. Postal Service.”** If the bank returns your check, or if payment is not received by the due date, your PO Box service will be suspended **until all associated charges** are paid.

Please disregard this notice if payment has been made.

Thank you.

- Annual
- Semiannual

\$ _____
Amount

Box #1034 81321
MONTEZUMA COUNTY HOSPITAL DISTRICT
6 Months: \$91.00 12 Months: \$182.00
Due Date: 06/30/2024

Post Office Box Service Fee Due

Dear Customer:

You may make payment by any of the following convenient options:

- By credit card at www.usps.com/poboxes. While online, you can sign up for automatic renewals and avoid late payment charges.
- By debit or credit card at an Automated Postal Center® (APC®) in select Post Offices™.
- By check or money order through the mail, using this envelope. Do not send cash by mail. Make your check or money order payable to **“U.S. Postal Service.”** Please write your **PO Box number on the check or money order.** You will receive a receipt in your PO Box.
- By cash, check, money order, or debit or credit card at a Post Office retail counter.

Thank you.

Has your information* changed? **Yes** **No**

*Relevant information is your physical address, telephone number, e-mail address, or PO Box use.

PO Box customers are required to promptly update any changes to the original PS Form 1093, *Application for Post Office Box Service*. If any information on your application has changed, please provide updated information below — but please leave blank any item that **has not** changed.

Name _____ PO Box Number _____

Physical Address _____

City, State, ZIP Code™ _____

Telephone Number (include area code) _____

E-mail Address _____

Change to PO Box Use: **Business Use** **Residential Use**



JOHN CUTLER
& ASSOCIATES

May 17, 2024

Montezuma County Hospital District
Cortez, Colorado

Partial billing for the audit of the District for the year ended December 31, 2023.

\$ 6,000

Heidi A. Trainor, CPA, PC

1 West Main, Suite #5, P.O. Box 808
Cortez, CO 81321-
Tel: 970-565-2435 Fax: 970-565-2443
htrainor@hatcpa.com
hatcpa.com

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

Invoice

Invoice Date: May 6, 2024

Invoice Num: 26180

Billing Through: Apr 30, 2024

MONTEZUMA COUNTY HOSPITAL DISTRICT (MON45) - Managed by (htrainor)

Services

Accounting Services

Total Service Amount: \$1,649.99

Amount Due This Invoice: \$1,650.00

This invoice is due upon receipt

Heidi A. Trainor, CPA, PC

1 West Main, Suite #5, P.O. Box 808
Cortez, CO 81321-
Tel: 970-565-2435 Fax: 970-565-2443
htrainor@hatcpa.com
hatcpa.com

Invoice

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

Invoice Date: Jun 5, 2024

Invoice Num: 26226

Billing Through: May 31, 2024

MONTEZUMA COUNTY HOSPITAL DISTRICT (MON45:) - Managed by (htrainor)

Services

Accounting Services

Total Service Amount: \$1,650.00

Amount Due This Invoice: \$1,650.00

This invoice is due upon receipt

INVOICE

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

DATE: June 3, 2024
INVOICE # 2024-187
FOR: *Project Management
Services
MCHD Roofing Replacement Project*

Bill To:

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

DESCRIPTION	AMOUNT
<p>Project Management/ Owners Representative Services Location- Cortez, Colorado Project- MCHD Roofing Replacement Project</p> <p>Owner's Representative Hours for May Senior PM/Architect 195 Hours @ 185.00/hr</p>	36,075.00
TOTAL	36,075.00

THANK YOU FOR YOUR BUSINESS!



Time Sheet Expense Summary

Project: MCHD - Southwest Memorial Hospital Re-Roof

Date: 5/30/2024

Duration	Hours	Position	Task		
		SR PM	Project Management Owners's Representative		
00:00 of May 01	00.00				
00:00 of May 02	00.00				
00:00 of May 03	01.00				
00:00 of May 04	00.00				
Total Hours for May	19.00				
Reimbursable Expenses	Direct Cost				
Expenses Total	0.00				



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

May 20, 2024
 Project No: 024-000152
 Invoice No: 0104421

Project Manager George Augustini
 Project 024-000152 MCHD Southwest Memorial Hospital Microgrid

Professional Services from March 31, 2024 to April 27, 2024

Phase 001 Concept Design

Professional Personnel

	Hours	Rate	Amount	
Associate Principal				
Augustini, George	4.50	265.00	1,192.50	
Admin Support				
Wrather, Amy	1.00	125.00	125.00	
Totals	5.50		1,317.50	
Total Labor				1,317.50

Billing Limits	Current	Prior	To-Date	
Total Billings	1,317.50	0.00	1,317.50	
Limit			25,600.00	
Remaining			24,282.50	
			Total this Phase	\$1,317.50
			Total this Invoice	<u><u>\$1,317.50</u></u>

Billings to Date

	Current	Prior	Total
Labor	1,317.50	0.00	1,317.50
Totals	1,317.50	0.00	1,317.50

Billing Backup

Monday, May 20, 2024

Mazzetti, Inc.

Invoice 0104421 Dated 5/20/2024

8:58:33 PM

Project	024-000152	MCHD Southwest Memorial Hospital Microgrid
Phase	001	Concept Design

Professional Personnel

			Hours	Rate	Amount	
Associate Principal						
1758	Augustini, George	4/18/2024	2.50	265.00	662.50	
1758	Augustini, George	4/19/2024	1.00	265.00	265.00	
1758	Augustini, George	4/25/2024	1.00	265.00	265.00	
Admin Support						
1730	Wrather, Amy	3/1/2024	.50	125.00	62.50	
1730	Wrather, Amy	3/18/2024	.50	125.00	62.50	
	Totals		5.50		1,317.50	
	Total Labor					1,317.50
				Total this Phase		\$1,317.50
				Total this Project		\$1,317.50
				Total this Report		\$1,317.50

SHS Report



Mission Statement

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

CEO Report

May 2024



SOUTHWEST
HEALTH SYSTEM

Area	Update																
Physician Provider Recruiting	<table border="1"> <thead> <tr> <th>Category</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Total Candidates</td> <td>79</td> </tr> <tr> <td>Active</td> <td>7</td> </tr> <tr> <td>Interviews Scheduled</td> <td>21</td> </tr> <tr> <td>Interviews Completed</td> <td>21</td> </tr> <tr> <td>Offer Made</td> <td>15</td> </tr> <tr> <td>Offer Accepted</td> <td>12</td> </tr> <tr> <td>Offer Not Accepted</td> <td>1</td> </tr> </tbody> </table> <p><i>Updated 5/18/2024</i></p> <p>Upcoming On-Site Interviews:</p> <ul style="list-style-type: none"> • None <p>Completed On-Site Interviews:</p> <ul style="list-style-type: none"> • Walk In Clinic APP • General Surgeon <p>Offers Accepted Since Last Meeting:</p> <ul style="list-style-type: none"> • Family Medicine Geriatrics (to fill internal medicine need) 	Category	Count	Total Candidates	79	Active	7	Interviews Scheduled	21	Interviews Completed	21	Offer Made	15	Offer Accepted	12	Offer Not Accepted	1
Category	Count																
Total Candidates	79																
Active	7																
Interviews Scheduled	21																
Interviews Completed	21																
Offer Made	15																
Offer Accepted	12																
Offer Not Accepted	1																
Operations Updates	<ul style="list-style-type: none"> • Gallup Q12 Small Book Club to Explore Leadership / Engagement Concepts being applied to engagement survey summer 2024. Second book started. • Lab Director first day on 4/29/2024. • DiSC Training for Hospital Leaders with Thunderbird Consulting • RN vacancies remain lower, 15 current openings. Highest was 24. • Colorado Legislative session completed. Several bills that will impact health care delivery. One of interest is HB24-1472 Responsibly Modernizing Medical Liability Caps (https://cha.com/issues/responsibly-modernizing-medical-liability-caps/) • Lil Bostrom Recognition and Operating Room Naming 																
CEO Community Engagement	<ul style="list-style-type: none"> • Friends of the Hospital Meeting with John Leavitt Medicare Advantage • DETOX Intergovernmental Agreement Participants Meeting • City of Cortez Council Meeting Hospital Week Proclamation 																

CEO Report

May 2024



SOUTHWEST
HEALTH SYSTEM

Area	Update
Other Meetings	<ul style="list-style-type: none">• Community Hospital Corp Leadership Conference• Shelly Burke, Axis Health CEO• Lily Griego, Region VIII Director, Department of Health & Human Services• Phil Weiser, Colorado Attorney General• Tom Stritikus Fort Lewis College President Farewell• Caitlin Mooney, PA-C• Duane Dale, USDA Loan Officer for Montezuma County• Manish Pandya, MD Nephrologist in Farmington• Justin Grisham, MD Emergency Department Physician• Pagosa Springs Medical Center DOLA Grant Application Experience• Susan Hodgen, SHS Board Member• John Witchel, King Energy CEO• Chris Knackstedt, ValueIQ• Jason Portz, Bank of Colorado and Colorado Health Facilities Board of Directors• Matt Thompson, MD Hospitalist
Other Notable Items	<ul style="list-style-type: none">• Attended Department Meetings<ul style="list-style-type: none">○ General Medical Staff Meeting○ Emergency Department Physician/Provider Meeting



Patient Volumes and Utilization Statistics

Southwest Health System Consolidated

Through the Period Ending Apr-24

	Fiscal-Year-to-Date					Six-Month Trend						Current Month					
	Current	Budget	# Var	% Var	Prior	% Var	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	Budget	# Var	% Var	Prior Year	% Var
							Low High										
Admissions, Total	256	358	(102)	(28.5%)	340	(24.7%)	61	64	69	54	56	77	105	(28)	(26.7%)	103	(25.2%)
Acute	237	334	(97)	(29.0%)	320	(25.9%)	57	56	63	49	53	72	97	(25)	(25.8%)	96	(25.0%)
SNF	19	24	(5)	(20.8%)	20	(5.0%)	4	8	6	5	3	5	8	(3)	(37.5%)	7	(28.6%)
Patient Days, Total	1,426	1,384	42	3.0%	1,258	13.4%	329	360	373	351	288	414	412	2	0.5%	394	5.1%
Acute	1,063	1,177	(114)	(9.7%)	1,073	(0.9%)	238	248	290	240	236	297	335	(38)	(11.3%)	315	(5.7%)
SNF	363	207	156	75.4%	185	96.2%	91	112	83	111	52	117	77	40	51.9%	79	48.1%
ALOS, Total	5.57	3.87	(1.70)	(44.1%)	3.70	(50.5%)	5.39	5.63	5.41	6.50	5.14	5.38	3.92	(1.45)	(37.0%)	3.83	(40.6%)
Acute	4.49	3.52	(0.96)	(27.3%)	3.35	(33.8%)	4.18	4.43	4.60	4.90	4.45	4.13	3.45	(0.67)	(19.4%)	3.28	(25.7%)
SNF	19.11	8.63	(10.48)	(121.5%)	9.25	(106.5%)	22.75	14.00	13.83	22.20	17.33	23.40	9.63	(13.78)	(143.1%)	11.29	(107.3%)
Adj Admissions	1,616	2,382	(767)	(32.2%)	2,300	(29.8%)	438	421	416	343	379	476	652	(176)	(27.0%)	548	(13.0%)
Adj Patient Days	8,999	9,210	(211)	(2.3%)	8,510	5.8%	2,360	2,368	2,250	2,231	1,949	2,561	2,560	1	0.0%	2,095	22.3%
Case Mix Index, Total	1.2647	1.2576	0.0071	0.6%	1.1760	7.5%	1.1002	1.2499	1.2420	1.3163	1.2500	1.2506	1.2576	(0.0070)	(0.6%)	1.1964	4.5%
Case Mix Index, Medicare	1.3624	1.2017	0.1607	13.4%	1.1732	16.1%	1.2332	1.4719	1.3029	1.5277	1.0463	1.5725	1.2017	0.3708	30.9%	1.3245	18.7%
Surgeries, Total	241	333	(92)	(27.6%)	334	(27.8%)	79	66	58	55	59	69	78	(9)	(11.5%)	85	(18.8%)
Inpatient	61	84	(23)	(27.4%)	79	(22.8%)	12	12	16	13	10	22	24	(2)	(8.3%)	23	(4.3%)
Outpatient	180	249	(69)	(27.7%)	255	(29.4%)	67	54	42	42	49	47	54	(7)	(13.0%)	62	(24.2%)
Total GI Procedures	341	336	5	1.5%	358	(4.7%)	77	84	74	100	58	109	86	23	26.7%	97	12.4%
Births	33	38	(5)	(13.2%)	56	(41.1%)	15	9	6	3	11	13	9	4	44.4%	16	(18.8%)
Emergency Visits	4,358	4,352	6	0.1%	4,295	1.5%	1,112	1,088	1,096	1,049	1,102	1,111	1,145	(34)	(3.0%)	1,109	0.2%
ER Conversion Rate	5.5%	6.0%	--	(0.5%)	6.6%	(1.2%)	4.9%	4.6%	5.7%	5.3%	5.2%	5.6%	6.0%	--	(0.4%)	6.5%	(0.9%)
Observation Days	142	196	(54)	(27.6%)	214	(33.6%)	26	40	37	37	30	38	35	3	8.6%	26	46.2%
Outpatient Diagnostic Visits	14,174	14,450	(276)	(1.9%)	14,189	(0.1%)	3,178	3,232	3,636	3,553	3,235	3,750	3,544	206	5.8%	3,626	3.4%
Provider Based or Specialty Clinic Visits	3,067	3,520	(453)	(12.9%)	4,808	(36.2%)	981	846	879	728	596	864	850	14	1.6%	949	(9.0%)
Rural Health Clinic Visits	14,438	15,686	(1,248)	(8.0%)	13,701	5.4%	3,434	3,396	3,797	3,667	3,228	3,746	3,787	(41)	(1.1%)	3,702	1.2%
MRI Procedures	524	498	26	5.2%	475	10.3%	91	111	133	130	131	130	125	5	4.0%	115	13.0%
Inpatient	14	4	10	250.0%	16	(12.5%)	2	2	4	3	3	4	1	3	300.0%	5	(20.0%)
Outpatient	510	494	16	3.2%	459	11.1%	89	109	129	127	128	126	124	2	1.6%	110	14.5%
Wound Care Procedures	465	348	117	33.6%	341	36.4%	167	122	146	134	63	122	54	68	125.9%	55	121.8%
Pain Management Cases	85	79	6	7.6%	85	0.0%	24	16	24	18	21	22	23	(1)	(4.3%)	25	(12.0%)
Sleep Studies	213	155	58	37.4%	188	13.3%	42	29	49	58	57	49	38	11	28.9%	37	32.4%
CT Procedures	1,998	2,099	(101)	(4.8%)	1,966	1.6%	470	440	496	480	490	532	543	(11)	(2.0%)	509	4.5%
Total Imaging Procedures	9,027	9,074	(47)	(0.5%)	8,760	3.0%	2,088	2,070	2,257	2,107	2,222	2,441	2,312	129	5.6%	2,232	9.4%



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

	Fiscal-Year-to-Date						Six-Month Trend						Current Month					
	Actual	Budget	\$ Var	% Var	Prior	% Var	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	Budget	\$ Var	% Var	Prior Year	% Var	
Inpatient Revenue	\$8,209	\$7,908	\$301	3.8%	\$7,349	11.7%	\$1,736	\$1,780	\$2,216	\$1,963	\$1,774	\$2,256	\$2,224	\$32	1.5%	\$2,386	(5.4%)	
Outpatient Revenue	43,597	44,719	(1,122)	(2.5%)	42,366	2.9%	10,716	9,925	11,149	10,515	10,232	11,702	11,593	109	0.9%	10,297	13.6%	
Gross Patient Revenue	51,806	52,627	(821)	(1.6%)	49,715	4.2%	12,452	11,705	13,365	12,478	12,006	13,958	13,817	141	1.0%	12,683	10.1%	
Revenue Deductions																		
Medicare	7,902	8,539	637	7.5%	8,228	4.0%	2,167	1,450	1,942	1,561	2,164	2,236	2,263	27	1.2%	1,987	(12.5%)	
Medicaid	9,588	10,751	1,163	10.8%	10,938	12.3%	2,316	2,035	2,871	2,077	2,027	2,613	2,850	237	8.3%	2,815	7.2%	
Prior Year Cost Report Adj-MCARE	(151)	0	151	0.0%	0	0.0%	173	0	0	0	0	(151)	0	151	0.0%	0	0.0%	
Prior Year Cost Report Adj-MCAID	(9)	0	9	0.0%	54	116.7%	0	0	0	0	0	(9)	0	9	0.0%	0	0.0%	
UPL	(3,797)	(4,009)	(212)	(5.3%)	(3,472)	9.4%	(951)	(949)	(949)	(951)	(949)	(949)	(1,002)	(53)	(5.3%)	(885)	7.2%	
Managed Medicare	6,347	5,666	(681)	(12.0%)	4,679	(35.6%)	1,199	1,045	1,605	1,363	1,449	1,930	1,502	(428)	(28.5%)	1,543	(25.1%)	
Managed Care (HMO/PPO) Discounts	3,499	2,818	(681)	(24.2%)	3,074	(13.8%)	411	783	839	768	911	980	729	(251)	(34.4%)	947	(3.5%)	
Charity & Indigent care	1,473	1,174	(299)	(25.5%)	1,058	(39.2%)	598	404	366	442	278	387	302	(85)	(28.1%)	280	(38.2%)	
Other Discounts	1,627	1,796	169	9.4%	1,449	(12.3%)	431	341	423	551	291	362	472	110	23.3%	319	(13.5%)	
Self Pay Discounts	0	248	248	100.0%	0	0.0%	0	0	0	0	0	0	65	65	100.0%	0	0.0%	
Implicit Price Concessions	1,671	1,344	(327)	(24.3%)	1,085	(54.0%)	648	281	193	529	391	559	357	(202)	(56.6%)	41	(1,263.4%)	
Total Deductions	28,150	28,327	177	0.6%	27,093	(3.9%)	6,992	5,390	7,290	6,340	6,562	7,958	7,538	(420)	(5.6%)	7,047	(13.0%)	
Net Patient Revenue	23,656	24,300	(644)	(2.7%)	22,622	4.6%	5,460	6,315	6,075	6,138	5,444	6,000	6,279	(279)	(4.4%)	5,636	6.5%	
Other Revenue	2,259	2,147	112	5.2%	1,630	38.5%	677	565	407	458	444	949	605	344	56.9%	365	160.1%	
Net Operating Revenue	25,915	26,447	(532)	(2.0%)	24,252	6.8%	6,137	6,880	6,482	6,596	5,888	6,949	6,884	65	0.9%	6,001	15.8%	
Operating Expenses																		
Salaries	12,809	13,430	621	4.6%	13,000	1.5%	3,052	2,863	3,084	3,391	2,997	3,337	3,374	37	1.1%	3,415	2.3%	
Employee Benefits	2,290	2,266	(24)	(1.0%)	2,677	14.5%	162	921	536	585	533	637	574	(63)	(10.8%)	893	28.7%	
Professional Fees	536	539	3	0.5%	568	5.5%	108	148	151	100	157	129	128	(1)	(1.0%)	111	(15.9%)	
Medical Supplies	1,261	1,388	127	9.1%	1,178	(7.1%)	340	390	356	288	268	350	333	(17)	(5.2%)	308	(13.8%)	
Pharmaceutical Supplies	2,894	2,732	(162)	(5.9%)	2,342	(23.6%)	894	676	775	566	755	798	766	(32)	(4.1%)	547	(45.8%)	
Other Supplies	323	442	119	27.0%	387	16.7%	110	79	87	82	73	81	118	37	31.2%	77	(6.0%)	
Purchased Services	1,159	1,350	191	14.1%	1,317	12.0%	328	656	262	310	280	308	351	43	12.3%	328	6.2%	
Lease and Rent	127	110	(17)	(16.1%)	122	(4.8%)	24	12	25	49	31	24	30	6	19.8%	50	52.5%	
Insurance	321	357	36	10.2%	315	(1.6%)	94	86	84	81	78	77	88	11	12.8%	84	8.0%	
Utilities	265	415	150	36.2%	375	29.4%	80	100	78	31	109	47	116	69	59.7%	62	24.0%	
Depreciation & Amortization	1,216	1,227	11	0.9%	1,464	16.9%	319	332	315	302	317	283	282	(1)	(0.2%)	359	21.3%	
Interest	470	426	(44)	(10.5%)	450	(4.4%)	125	123	121	113	131	106	106	0	(0.1%)	116	8.2%	
Other	2,513	2,481	(32)	(1.3%)	2,576	2.4%	629	830	678	635	584	617	640	23	3.6%	709	13.0%	
Total Operating Expenses	26,184	27,163	979	3.6%	26,771	2.2%	6,265	7,216	6,552	6,533	6,313	6,794	6,906	112	1.7%	7,059	3.8%	
Operating Margin	(269)	(716)	447	(62.4%)	(\$2,519)	89.2%	(128)	(336)	(70)	63	(425)	155	(\$22)	177	747.2%	(\$1,058)	114.7%	
Non-Operating Revenue (Exp)																		
Investment Income	42	150	(108)	(72.0%)	125	(66.4%)	87	29	75	(63)	40	(10)	38	(48)	(126.3%)	30	(133.3%)	
Other	705	622	83	13.3%	612	15.2%	214	235	238	155	304	7	138	(131)	(94.9%)	136	(94.9%)	
Total Non-Operating Revenue (Exp)	747	772	(25)	(3.2%)	737	1.4%	301	264	313	92	344	(3)	176	(179)	(101.7%)	166	(101.8%)	
Net Margin	\$478	\$56	\$422	753.6%	(\$1,782)	126.8%	\$173	(\$72)	\$243	\$155	(\$81)	\$152	\$154	(\$2)	(1.3%)	(\$892)	117.2%	
EBIDA	\$2,164	\$1,709	\$455	26.6%	\$132	1,539.4%	\$617	\$383	\$679	\$570	\$367	\$541	\$542	(\$1)	(0.2%)	(\$417)	229.7%	
Total Profit Margin	1.8%	0.2%			(7.3%)		2.8%	(1.0%)	3.7%	2.3%	(1.4%)	2.2%	2.2%			(14.9%)		
EBIDA Margin	8.4%	6.5%			0.5%		10.1%	5.6%	10.5%	8.6%	6.2%	7.8%	7.9%			(6.9%)		



Income Statement
Southwest Health System Consolidated

Through the Period Ending Apr-24

Current Month						
Actual	Budget	Variance *		Prior Year	Variance *	
		\$	%		\$	%
\$2,256	\$2,224	\$32	1.5%	\$2,386	(\$130)	(5.4%)
11,702	11,593	109	0.9%	10,297	1,405	13.6%
13,958	13,817	141	1.0%	12,683	1,275	10.1%
2,236	2,263	27	7.9%	1,987	(249)	(4.9%)
2,613	2,850	237	8.6%	2,815	202	7.5%
(151)	0	151	0.0%	0	151	0.0%
(9)	0	9	0.0%	0	9	0.0%
(949)	(1,002)	(53)	(5.3%)	(885)	64	7.2%
1,930	1,502	(428)	(28.4%)	1,543	(387)	(25.1%)
980	729	(251)	(34.5%)	947	(33)	(3.6%)
387	302	(85)	(28.0%)	280	(107)	(38.3%)
362	472	110	23.2%	319	(43)	(13.5%)
0	65	65	100.0%	0	0	0.0%
559	357	(202)	(56.6%)	41	(518)	(1,264.1%)
7,958	7,538	(420)	(5.6%)	7,047	(911)	(13.0%)
6,000	6,279	(279)	(4.4%)	5,636	364	6.4%
949	605	344	56.9%	365	584	160.1%
6,949	6,884	65	0.9%	6,001	948	15.8%
3,337	3,374	37	1.1%	3,415	78	2.3%
637	574	(63)	(10.8%)	893	256	28.7%
129	128	(1)	(1.0%)	111	(18)	(15.9%)
350	333	(17)	(5.2%)	308	(42)	(13.8%)
798	766	(32)	(4.1%)	547	(251)	(45.8%)
81	118	37	31.2%	77	(4)	(6.0%)
308	351	43	12.3%	328	20	6.2%
24	30	6	19.8%	50	26	52.5%
77	88	11	12.8%	84	7	8.0%
47	116	69	59.7%	62	15	24.0%
283	282	(1)	(0.2%)	359	76	21.3%
106	106	0	(0.1%)	116	10	8.2%
617	640	23	3.6%	709	92	13.0%
6,794	6,906	112	1.7%	7,059	265	3.8%
155	(22)	177	747.2%	(1,058)	1,213	114.7%
(10)	38	(48)	(126.3%)	30	(40)	(133.3%)
7	138	(131)	(94.9%)	136	(129)	(94.9%)
(3)	176	(179)	(101.7%)	166	(169)	(101.8%)
\$152	\$154	(\$2)	(1.3%)	(\$892)	\$1,044	117.0%
\$541	\$542	(\$1)	(0.2%)	(\$417)	\$958	229.7%
(164)						
(77)						
(143)						
0						
(128)						
29						

* Brackets Indicate an Unfavorable Variance

Fiscal-Year-to-Date							
Actual	Budget	Variance *		Prior Year	Variance *		
		\$	%		\$	%	
Inpatient Revenue	\$8,209	\$7,908	\$301	3.8%	\$7,349	\$860	11.7%
Outpatient Revenue	43,597	44,719	(1,122)	(2.5%)	42,366	1,231	2.9%
TOTAL GROSS PATIENT REVENUE	51,806	52,627	(821)	(1.6%)	49,715	2,091	4.2%
REVENUE DEDUCTIONS							
Medicare Contractual	7,902	8,539	637	9.2%	8,228	326	5.8%
Medicaid Contractual	9,588	10,751	1,163	10.9%	10,938	1,350	12.9%
Prior Year Medicare Cost Report Adj.	(151)	0	151	0.0%	0	151	0.0%
Prior Year Medicaid Cost Report Adj.	(9)	0	9	0.0%	54	63	117.1%
UPL/CHASE/DSH	(3,797)	(4,009)	(212)	(5.3%)	(3,472)	325	9.4%
Managed Medicare	6,347	5,666	(681)	(12.0%)	4,679	(1,668)	(35.6%)
Managed Care (HMO/PPO) Discounts	3,499	2,818	(681)	(24.1%)	3,074	(425)	(13.8%)
Charity & Indigent Discounts	1,473	1,174	(299)	(25.5%)	1,058	(415)	(39.2%)
Other Discounts	1,627	1,796	169	9.4%	1,449	(178)	(12.3%)
Self Pay Discounts	0	248	248	100.0%	0	0	0.0%
Implicit Price Concessions	1,671	1,344	(327)	(24.4%)	1,085	(586)	(54.1%)
TOTAL REVENUE DEDUCTIONS	28,150	28,327	177	0.6%	27,093	(1,057)	(3.9%)
TOTAL NET PATIENT REVENUE	23,656	24,300	(644)	(2.7%)	22,622	1,034	4.6%
Other Revenue	2,259	2,147	112	5.2%	1,630	629	38.5%
TOTAL NET REVENUE	25,915	26,447	(532)	(2.0%)	24,252	1,663	6.8%
OPERATING EXPENSE							
Salary and Wages	12,809	13,430	621	4.6%	13,000	191	1.5%
Employee Benefits	2,290	2,266	(24)	(1.0%)	2,677	387	14.5%
Professional Fees	536	539	3	0.5%	568	32	5.5%
Medical Supplies	1,261	1,388	127	9.1%	1,178	(83)	(7.1%)
Pharmaceutical Supplies	2,894	2,732	(162)	(5.9%)	2,342	(552)	(23.6%)
Other Supplies	323	442	119	27.0%	387	64	16.7%
Purchased Services	1,159	1,350	191	14.1%	1,317	158	12.0%
Lease and Rent	127	110	(17)	(16.1%)	122	(5)	(4.8%)
Insurance	321	357	36	10.2%	315	(6)	(1.6%)
Utilities	265	415	150	36.2%	375	110	29.4%
Depreciation & Amortization	1,216	1,227	11	0.9%	1,464	248	16.9%
Interest	470	426	(44)	(10.5%)	450	(20)	(4.4%)
Other Total Operating Expenses	2,513	2,481	(32)	(1.3%)	2,576	63	2.4%
TOTAL OPERATING EXPENSES	26,184	27,163	979	3.6%	26,771	587	2.2%
OPERATING MARGIN	(269)	(716)	447	62.1%	(2,519)	2,250	89.2%
NON-OPERATING REVENUE (EXP)							
Investment Income	42	150	(108)	(72.0%)	125	(83)	(66.4%)
Other Total Non-Operating Expenses (EXP)	705	622	83	13.3%	612	93	15.2%
TOTAL NON-OPERATING REVENUE (EXP)	747	772	(25)	(3.2%)	737	10	1.4%
NET MARGIN	\$478	\$56	\$422	753.6%	(\$1,782)	\$2,260	126.8%
EBIDA	\$2,164	\$1,709	\$455	26.6%	\$132	\$2,032	1,539.4%
Bond Debt Payment			(655)				
Line of Credit Payments			(308)				
Reserve for Capital Improvement			(653)				
Capital Purchases			(20)				
Medicare Overpayment - Repayment			(511)				
Grand Total			17				



Balance Sheet
Southwest Health System Consolidated

	Apr-24 Current Month	Mar-24 Previous Month	Variance*		Apr-23 Last Year	Variance		Dec-23 Last Year End	Variance*	
			\$	%		\$	%		\$	%
ASSETS										
Current Assets										
Cash and Cash Equivalents	\$5,709	\$5,237	\$472	9.0%	\$9,919	(\$4,210)	(42.4%)	\$3,612	\$2,097	58.1%
Short-Term Investments	8,226	8,253	(27)	(0.3%)	3,553	4,673	131.5%	10,539	(2,313)	(21.9%)
Patient Accounts Receivable, Net	7,556	7,899	(343)	(4.3%)	6,453	1,103	17.1%	6,199	1,357	21.9%
Inventories	1,344	1,355	(11)	(0.8%)	1,418	(74)	(5.3%)	1,437	(93)	(6.5%)
Other Current Assets	1,621	1,718	(97)	(5.6%)	1,525	96	6.3%	1,489	132	8.9%
Total Current Assets	24,456	24,462	(6)	(0.0%)	22,868	1,588	6.9%	23,276	1,180	5.1%
Assets Whose Use is Limited or Donor-Restricted	4,259	4,608	(349)	(7.6%)	2,835	1,424	50.2%	3,996	263	6.6%
Net of Amount Required for Current Liabilities										
Property, Plant, and Equipment, Net	30,723	30,966	(243)	(0.8%)	34,058	(3,335)	(9.8%)	31,890	(1,167)	(3.7%)
Other Assets	201	198	3	0.0%	160	41	24.4%	192	9	4.7%
Total Assets	\$59,639	\$60,234	(\$595)	(1.0%)	\$59,921	(\$282)	(0.5%)	\$59,354	\$285	0.5%
LIABILITIES AND FUND BALANCES										
Current Liabilities										
Accounts Payable	\$3,366	\$3,530	(\$164)	(4.7%)	\$4,402	(\$1,036)	(23.5%)	\$3,956	(\$590)	(14.9%)
Accrued Expense Payable	3,866	3,513	353	10.0%	3,835	31	0.8%	2,839	1,027	36.2%
Estimated Third Party Payor Settlements	3,347	3,518	(171)	(4.8%)	4,697	(1,350)	(28.7%)	4,281	(934)	(21.8%)
Other Current Liabilities	3,707	4,252	(545)	(12.8%)	2,563	1,144	44.6%	2,934	773	26.3%
Current Portion of Long-Term Debt	1,454	1,590	(136)	(8.5%)	2,662	(1,208)	(45.4%)	2,353	(899)	(38.2%)
Total Current Liabilities	15,740	16,403	(663)	(4.0%)	18,159	(2,419)	(13.3%)	16,363	(623)	(3.8%)
Long-Term Debt, Net of Current Portion	25,149	25,145	4	0.0%	25,884	(735)	(2.8%)	24,771	378	1.5%
Total Liabilities	40,889	41,548	(659)	(1.6%)	44,043	(3,154)	(7.2%)	41,134	(245)	(0.6%)
Fund Balances										
Unrestricted	18,840	18,686	154	0.8%	\$15,972	\$2,868	18.0%	\$18,364	\$476	2.6%
Temporarily Donor-Restricted	(90)	0	(90)	(310,791,639,074,654,000.0%)	(94)	4	3.8%	(144)	\$54	(37.5%)
Total Fund Balances	18,750	18,686	64	0.3%	15,878	2,872	18.1%	18,220	530	2.9%
Total Liabilities and Fund Balances	\$59,639	\$60,234	(\$595)	(1.0%)	\$59,921	(\$282)	(0.5%)	\$59,354	\$285	0.5%
Days Cash on Hand	66	65	2	3.5%	65	2	3.3%	69	(2)	(2.3%)
Restricted for Bond Debt Reserve	6	1,336								
Restricted for Capital Facilities Fund	8	1,741								
	81									



Statement Of Cash Flows
 Northwest Health System Consolidat
 Apr-24

	<u>Current Month</u>	<u>Fiscal YTD</u>
Cash Flows From Operating Activities		
Net Margin	\$152	\$478
Adjustment for Depreciation and Amortization	283	1,216
Change in Working Capital		
Short-Term Investments	27	2,313
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	343	(1,357)
Inventories	11	93
Other Current Assets	97	(132)
Accounts Payable	(164)	(590)
Accrued Expense Payable	353	1,027
Estimated Third-Party Payor Settlements	(171)	(934)
Other Current Liabilities	(545)	773
Net Cash Provided (Used) by Operating Activities	<u>386</u>	<u>2,887</u>
Changes in Noncurrent Assets and Liabilities		
Assets Whose Use is Limited or Donor-Restricted	349	(263)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	(3)	(9)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	<u>346</u>	<u>(272)</u>
Capital and Related Financing Activities		
Property, Plant & Equipment	(40)	(49)
Inter-Company	0	0
Current Portion of Long-Term Debt	(136)	(899)
Long-Term Debt	4	378
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	(88)	52
Net Capital & Related Financing Activities	<u>(260)</u>	<u>(518)</u>
Net Increase (Decrease) in Cash	<u>472</u>	<u>2,097</u>
Cash at Beginning of Period	5,237	3,612
Cash at End of Period	<u>\$5,709</u>	<u>\$5,709</u>



Business Office Elements
Through the Period Ending Apr-24

Southwest Memorial Hospital

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5 days	5 days	27 days	4 days	13 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	103.5%	103.5%	101.1%	102.3%
A/R Days (Net) 3	48 days	40 days	42 days	33 days	37 days
Percent of Medicare < 60 days 4	95%	87%	100%	87%	96%
Percent of Medicaid < 90 days 5	90%	86%	88%	83%	86%
Percent of Commercial Insurance < 90 days 6	90%	72%	75%	72%	73%
Credit Balance % 7	3%	5%	5%	5%	5%
Cost to Collect per Dollar 8	\$0.05	\$0.02	\$0.03	\$0.02	\$0.03

Southwest Health System Clinics

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5 days	0 days	0 days	0 days	0 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	94%	97.4%	92.7%	95.1%
A/R Days (Net) 3	48 days	33 days	36 days	32 days	33 days
Percent of Medicare < 60 days 4	95%	88%	93%	86%	90%
Percent of Medicaid < 90 days 5	90%	88%	93%	87%	89%
Percent of Commercial Insurance < 90 days 6	90%	77%	82%	77%	80%
Upfront Cash Collections 9	\$20	\$18	\$18	\$13	\$15
Credit Balance % 7	3%	5%	5%	5%	5%
Denial Rate Past 90 Days 10	3%				

AR Aging (000's)	0 - 30	31 - 60	61 - 90	91 - 120	Over 120
Medicare	\$487	\$68	\$28	\$18	\$28
Aging %	78%	11%	4%	3%	4%
Medicaid	\$247	\$13	\$9	\$9	\$28
Aging %	81%	4%	3%	3%	9%
Managed Medicare	\$185	\$33	\$11	\$22	\$102
Aging %	52%	9%	3%	6%	29%
Commercial Insurance	\$286	\$94	\$42	\$51	\$77
Aging %	52%	17%	8%	9%	14%
Self Pay	\$140	\$64	\$66	\$46	\$513
Aging %	17%	8%	8%	6%	62%
Total	\$1,345	\$272	\$156	\$144	\$748
Aging %	50%	10%	6%	5%	28%

Definitions:

1. Days Unbilled: Discharged not billed amount on the last day of the month divided by daily gross revenue for the current month.
2. Rolling 12 Mos Cash Collect % Net Revenue*: Rolling 12 mo Cash Collections / (Rolling 12 months 30 day lag Net Rev)
3. AR Days Net: Net Accounts Receivable / (Last 3 months NPR Less BD / Days in Period).
4. Medicare: Traditional Medicare ONLY, excludes all Managed Care Medicare payers.
5. Medicaid: Includes ALL Medicaid, traditional and managed care.
6. Commercial Insurance: Includes all commercially contracted payers (report Managed Medicare payers on Managed Medicare line); excluding Charity and Self-Pa
7. Credit Balance %: Credit balances on the last day of the month divided by gross A/R on the last day of the month.
8. Cost to Collect per Dollar: Direct costs for the month for business office and admissions, including benefits, divided by collections for the month.
9. Upfront Collections: collection of all co-pays and deductibles at time of visit 1
10. Denial Rate %: Total dollar amount of claims denied by payers within past 90 divided by total dollar amount of claims submitted within past 90 days.

Southwest Health System
Operational Analysis

	31 Actual 5/31/2023	Qtr End 30 Actual 6/30/2023	31 Actual 8/31/2023	Qtr End 30 Actual 9/30/2023	30 Actual 11/30/2023	Qtr End 31 Actual 12/31/2023	Month End 31 Actual 1/31/2024	Month End 29 Actual 2/29/2024	Qtr End 31 Actual 3/31/2024	Month End 30 Actual 4/30/2024
Return on Assets		↑ 5.72%		↑ 10.01%		↑ 10.11%			↑ 9.95%	
25th Percentile		1.15%		1.15%		1.15%			1.15%	
37 1/2th Percentile		1.73%		1.73%		1.73%			1.73%	
50th Percentile		2.30%		2.30%		2.30%			2.30%	
75th Percentile		2.88%		2.88%		2.88%			2.88%	
Acid Test Ratio										
Cash and Cash Equivalents	14,287,768	14,244,937	15,013,254	14,974,148	14,069,858	14,151,422	14,147,907	13,645,504	13,489,967	13,935,212
Accounts Receivable	6,044,934	5,509,664	5,682,364	5,855,165	6,035,369	6,199,239	6,391,549	6,635,944	7,963,525	7,626,951
Unrestricted Investments	1,132,979	1,180,793	1,190,804	1,186,233	1,180,402	1,303,804	1,310,714	1,311,121	1,381,570	1,381,570
Current Liabilities	17,772,677	16,620,586	16,812,818	16,675,836	15,444,524	16,525,284	16,075,252	15,761,601	16,467,918	15,811,700
Acid Test Ratio ↑	1.21	↑ 1.26	↑ 1.30	↑ 1.32	↑ 1.38	↑ 1.31	↑ 1.36	↑ 1.37	↑ 1.39	↑ 1.45
25th Percentile	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33
37 1/2th Percentile	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49
50th Percentile	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65
75th Percentile	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81
Current Ratio										
Total Current Assets	23,248,853	22,911,541	23,636,458	23,698,427	22,914,590	23,276,391	23,465,145	23,409,538	24,526,181	24,527,289
Unrestricted Investments	1,132,979	1,180,793	1,190,804	1,186,233	1,180,402	1,303,804	1,310,714	1,311,121	1,381,570	1,381,570
Current Liabilities	17,772,677	16,620,586	16,812,818	16,675,836	15,444,524	16,525,284	16,075,252	15,761,601	16,467,918	15,811,700
Current Ratio ↓	1.37	↓ 1.45	↓ 1.48	↓ 1.49	↓ 1.56	↓ 1.49	↓ 1.54	↓ 1.57	↓ 1.57	↓ 1.64
25th Percentile	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32
37 1/2th Percentile	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97
50th Percentile	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63
75th Percentile	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29
Days Cash on Hand										
Total Cash and Equivalents	14,287,768	14,244,937	15,013,254	14,974,148	14,069,858	14,151,422	14,147,907	13,645,504	13,489,967	13,935,212
Daily Cash Operating Expense (Rolling 3 mos)			198,207	196,745	202,840	212,739	209,965	215,375	205,016	209,401
Daily Cash Operating Expense (Rolling 6 mos)			202,185	201,347	200,511	204,605	206,328	209,108	208,898	209,686
Daily Cash Operating Expense (Rolling 12 mos)	201,000	204,143	203,874	203,701	205,216	205,737	205,541	205,627	205,123	204,615
DCOH (Unrestricted Cash)	54	53	57	58	52	17	17	14	26	27
DCOH (Self-Restricted/Restricted Investments)	17	17	29	30	31	63	65	64	57	54
DCOH OLD *	71	70	73.6	74	69	69	69	66	66	68
DCOH CHC **	68	70	74.3	74	70	69	69	65	65	66
DCOH NEW ***			86.1	88	83	80	84	79	83	81
Debt Service Coverage Ratio (Rolling 12 months)										
Total Available for Debt Service	3,484,658	4,037,100	4,794,068	4,608,999	5,035,059	6,038,633	6,393,924	6,178,786	7,001,022	7,032,960
Investment Value Change	-68,287	24,123	-44,959	-109,336	42,728	52,969	10,587	-79,856	21,839	-67,812
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
Debt Service Coverage Ratio	0.96	1.11	2.44	2.35	1.92	2.30	2.43	2.35	2.67	2.68
Debt to Capitalization										
Long Term Debt	25,696,117	25,503,776	25,345,168	25,289,882	25,232,176	24,770,872	25,134,703	25,141,591	25,145,137	25,148,560
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
Long Term Debt Adjusted	23,899,165	23,706,825	23,839,340	23,784,054	23,435,224	22,973,921	23,337,751	23,344,639	23,348,185	23,351,609
URNA	18,374,344	18,498,192	18,208,588	17,896,120	17,921,214	17,516,899	18,359,976	18,269,663	18,284,393	18,516,725
Debt to Capitalization Ratio	56.53%	56.17%	56.70%	57.06%	56.67%	56.74%	55.97%	56.10%	56.08%	55.77%

*DCOH OLD utilizes a rolling 12 month daily cash operating expense and does not include restricted investment but does

**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.

13 Week CASH PROJECTION	March Total	April Total	May Total	June Total	July Total
Beginning Cash balance	2,889,240	4,907,064	5,254,150	5,111,416	4,829,973
Cash Receipts:					
Accounts Receivable	6,857,702	6,043,828	6,239,585	5,056,000	5,702,000
Medicare	-	-	-	-	-
Medicaid	-	-	-	-	-
Insurance	-	-	-	-	-
Self pay	-	-	-	-	-
Total Accounts Receivable	6,857,702	6,043,828	6,239,585	5,056,000	5,702,000
	-	-	-	-	-
Other Cash Receipts:					
Interest Income	-	-	-	-	-
Cost Report Settlements	-	-	-	-	-
Provider Fee	1,101,951	948,608	948,608	948,608	948,608
Other Receipts	-	-	-	-	-
Total Provider & Other Receipts	1,101,951	948,608	948,608	948,608	948,608
Total Cash Receipts	7,959,653	6,992,436	7,188,193	6,004,608	6,650,608
Cash Disbursements:					
Accounts Payable	2,724,145	2,934,942	2,774,844	2,770,131	2,866,131
Payroll & Taxes	2,240,094	2,383,857	3,477,101	2,443,000	2,458,000
401K	160,453	163,744	170,646	180,000	270,000
Cerner Project Reserve	-	-	-	-	-
Lease Payments Equip Bldgs	245,044	245,433	245,025	243,120	243,120
CHC	97,192	104,146	109,907	140,000	140,000
Other - CC Fees	20,447	18,483	19,927	14,000	14,000
Other Payables-Provider Fee	246,252	245,663	247,800	247,800	247,800
Health Ins	102,589	355,698	285,678	248,000	310,000
Total Cash Disbursements	5,836,215	6,451,967	7,330,928	6,286,051	6,549,051
Ending Cash Balance Projected	4,907,064	5,254,150	5,111,416	4,829,973	4,931,531
DCOH (Unrestricted Cash)	23.5	25.1	24.5	23.1	23.6
Investments	8,252,742	8,225,900	8,252,742	8,252,742	8,252,742
DCOH (Self-Restricted)	40	39.3	39.5	39.5	39.5
Reserve Fund - 11203	1,330,473	1,336,400	1,324,952	1,324,952	1,324,952
Capital Reserve - 11201	2,095,337	1,741,098	2,095,337	2,095,337	2,095,337
Cerner Project - 11020	325,000	450,000	550,000	650,000	750,000
DCOH (Restricted)	18	17	19	19	20
Cash Drawers	0.025	0.025	0.025	0.025	0.025
TOTAL DCOH including Reserve Fund NEW	81	81	83	82	83
TOTAL DCOH New w/o Capital Reserve	70.9	73	72.9	72.1	73.0
DCOH (Unrestricted and Self-restricted) OLD	64.2	66	65.2	63.8	64.2
ScoreCard Calc -		2,982,202			

Cell: A39
Note: Off balance sheet

Cell: A56
Note: AP + Accrued Expense - Payroll PTO Accrual

Southwest Health System, Inc
Schedule of Debt Payments
4/30/2024

	District		Total Debt Payment	Restricted for Capital Imprvmt	Disbursement	Interest Earned Capital Imprvmt
	Sales Tax MCHD	Hosp Portion SWHS				
2022						
Jan-22	167,985.86	134,726.31	302,712.17			
Feb-22	280,228.83	22,223.62	302,452.45			
Mar-22	139,780.84	162,935.04	302,715.58			
Apr-22	139,048.74	163,545.48	302,624.22			
May-22	173,697.25	129,012.06	302,709.11			
Jun-22	171,334.44	130,791.41	302,125.85			
Jul-22	185,064.66	117,619.79	302,684.45			
Aug-22	205,825.45	96,803.89	302,629.34			
Sep-22	195,991.81	106,516.59	302,508.40			
Oct-22	202,652.82	99,993.51	302,646.33			
Nov-22	203,107.00	95,781.49	298,888.49			
Dec-22	190,835.07	111,643.33	302,479.40			
	2,255,552.77	1,371,592.52	3,627,175.79			
	62.2%	37.8%	100%			
2023						
Jan-23	161,584.44	120,159.11	281,743.55			
Feb-23	184,839.65	117,470.50	302,310.15			
Mar-23	137,543.23	165,097.63	302,640.86			
Apr-23	137,628.31	164,960.23	302,588.54			
May-23	159,286.51	143,231.35	302,517.86			
Jun-23	164,346.28	97,069.92	261,416.20			
Jul-23	192,819.87	109,615.48	302,435.35			
Aug-23	212,821.08	165,000.00	163,672.92	214,148.16		
Transfer from Bond Reserve *New Agreement				501,560.84		
Sep-23	199,996.83	165,000.00	163,672.92	201,323.91		1,097.55
Oct-23	191,742.64	165,000.00	163,672.92	193,069.72		3,237.51
Nov-23	208,249.00	165,000.00	163,672.92	209,576.08		4,249.14
Dec-23	196,447.24	165,000.00	163,672.92	197,774.32		4,905.81
Dec-23 Int from Bond Debt Res						40,661.13
YTD	2,147,305.08	1,742,604.22	2,874,017.11	1,517,453.03	-	54,151.14
2024						
Jan-24	178,384.07	165,000.00	163,672.92	179,711.15		6,273.64
Feb-24	184,406.61	165,000.00	163,672.92	185,733.69		7,224.13
Mar-24	141,586.09	165,000.00	163,672.92	142,913.17	(5,527.03)	7,404.17
Apr-24	143,071.51	165,000.00	163,672.92	144,398.59	(507,603.00)	8,965.31
May-24						
Jun-24						
Jul-24						
Aug-24						
Sep-24						
Oct-24						
Nov-24						
Dec-24						
YTD	647,448.28	660,000.00	654,691.68	2,170,209.63	(513,130.03)	84,018.39
				Available for Capital Improvements		2,254,228.02
Estim for 2024	\$ 2,100,000.00	\$ 1,980,000.00		\$ 2,115,924.96		

Re-amortization of Debt occurred on Aug 17th. At this time the Debt Prin amount was decreased for the next 40 months. In addition the calculation for DCOH changed to a 3 month average of expenses and now includes the Bond Reserve and Restricted for Capital Improvement accounts.

MCHD Finance Report



Mission Statement

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

CASH - GENERAL ACCT	10000	
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CASH BALANCE AT			\$1,208,479.02
DEPOSITS:	04/19/24		
4/24/2024	Southwest Health Systems	4,630.00	
4/24/2024	Empire Electric Capital Credit	214.94	
5/9/2024	Montezuma County Treasurer	367,673.34	
5/17/2024	Interest Payment	<u>2,587.71</u>	
			375,105.99
DISBURSEMENTS:			
2981	Kelly R. McCabe	4,800.94	
2982	Bob Ower	7.47	
2983	Cortez 21 Pipeline Association	750.00	
5/17/2024	Vectra Bank Fee	<u>3.00</u>	
			5,561.41
CASH BALANCE AT	05/17/24		<u><u>1,578,023.60</u></u>

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

CASH - HOSPITAL EXPANSION ACCT	10105	
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CASH BALANCE AT			297,450.89
DEPOSITS:	04/19/24		
5/8/2024	CO Dept of Revenue Sales Tax	153,013.92	
5/10/2024	State of CO Vendor Pay	1,857.66	
5/10/2024	State of CO Vendor Pay	<u>16,610.57</u>	
			171,482.15
DISBURSEMENTS:			
5/17/2024	1090 Southwest Health Systems, Inc. Vectra Bank Fee	168,289.71 <u>3.00</u>	
			168,292.71
CASH BALANCE AT	05/17/24		<u><u>300,640.33</u></u>

INVESTMENT - LPL FINANCIAL	10555	
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CASH & CD'S BALANCE AT			785,365.51
12/31/2023	Change in Asset Value from Prior Month	<u>7,895.52</u>	
			7,895.52
TOTAL LPL FINANCIAL ACCOUNT BALANCE AT	03/31/24		<u><u>793,261.03</u></u>

CASH & INVESTMENTS BALANCE

2,673,863.96

***Investment/CD statements will now come in quarterly. Investment/CD information is from depository statements (if available), I have not compiled, reviewed or audited the information.

RESTRICTED CASH			
HOSPITAL EXPANSION SALES TAX		<u>(300,640.33)</u>	
NET UNRESTRICTED CASH			<u><u>(300,640.33)</u></u>
			<u><u>2,373,223.63</u></u>

MONTEZUMA COUNTY HOSPITAL DISTRICT

Cash Receipts Journal

For the Period From Apr 24, 2024 to May 31, 2024

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

Date	Account ID	Transaction Ref	Line Description	Debit Amnt	Credit Amnt
4/24/24	41000 10000	RENT	Rental Income SOUTHWEST HEALTH SYSTEMS	4,630.00	4,630.00
4/24/24	43000 10000	EMPIRE ELEC	Other Income EMPIRE ELECTRIC ASSOCIATION, INC	214.94	214.94
5/8/24	40500 10105	CO Sales Tax	Hospital Expansion Tax St. of Colorado	153,013.92	153,013.92
5/9/24	40000 40000 40000 41100 42220 42220 62000 40000 10000	Prop Tax	County Tax Revenue County Tax Revenue County Tax Revenue SPECIFIC OWNERSHIP TAX Interest Income - Other Interest Income - Other Treasurer's Fees County Tax Revenue MONTEZUMA COUNTY TREASURER	7,382.78 367,673.34	361,515.56 7,619.22 1.32 5,187.75 2.65 1.62 728.00
5/10/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	1,857.66	1,857.66
5/10/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	16,610.57	16,610.57
5/17/24	42200 10000	INT	NOW Account Interest VECTRA BANK	2,587.71	2,587.71
				<u>553,970.92</u>	<u>553,970.92</u>

MONTEZUMA COUNTY HOSPITAL DISTRICT
Cash Disbursements Journal

For the Period From Apr 24, 2024 to May 31, 2024

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

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
5/10/24	Bank Fee	61400 10105	Other Fees VECTRA BANK	3.00	3.00
5/13/24	1090	68500G09	Capital Outlay-Txf Sales Tax	153,013.92	
		68500G09	Capital Outlay-Txf Sales Tax	1,151.76	
		68500G09	Capital Outlay-Txf Sales Tax	14,124.03	
		10105	SOUTHWEST HEALTH SYSTEMS, INC		168,289.71
5/13/24	2981	61100 10000	Legal Fees KELLY R. MCCABE, P.C.	4,800.94	4,800.94
5/13/24	2982	66000 10000	Dues & Subscriptions BOB OWER	7.47	7.47
5/13/24	2983	66000 10000	Dues & Subscriptions CORTEZ 21 PIPELINE ASSOCIATION	750.00	750.00
5/17/24	Bank Fee	61400 10000	Other Fees VECTRA BANK	3.00	3.00
	Total			<u>173,854.12</u>	<u>173,854.12</u>