

**MONTEZUMA COUNTY HOSPITAL DISTRICT
BOARD MEETING
EMS Training Room, Southwest Health System
WEDNESDAY, July 10, 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

- June 12, 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

- June 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

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**Montezuma County Hospital District Regular Board Meeting
EMS Training Room
June 12, 2024**

Present:

Also Present:

Brandon Johnson, Chairperson	Shirley Jones, SHS Chair	<u>Recorded by:</u>
Robert Dobry, Secretary/Treasurer	Rob Owens, SHS Plant Operations Dir	Bridgett Jabour, Secretary
Gala Pock, Director	Joe Theine, SHS CEO (via Teams)	
Sean Flaherty, Director	Peter Rehn, Owner's Rep for Roof Project (CAPM)	<u>Excused/Absent:</u>
Bob Ower, Director	Adam Conley, SHS CFO	Kelly McCabe, MCHD Attorney
Orly Lucero, Director (via Teams)		Bill Thompson, Vice-Chairperson
<u>Counsel:</u>		
Keenen Lovett, 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	Under Capital Infrastructure Committee Report, Mr. Johnson requested addition of discussion/potential action on Infrastructure and Facility Upgrade Summary and prioritization. Under Capital Infrastructure Committee Report, Mr. Ower requested addition of discussion/potential action regarding rodent control on PUD lots.	These items were added to the agenda as recommended.	
Consent Agenda	May 8, 2024 Regular Meeting Minutes Payment of Bills totaling \$48,864.50	It was moved and seconded to approve the consent agenda as presented. Motion: Robert Dobry Second: Bob Ower	

		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 presentation, 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 was a success. Great participation from the community in activities.		
SHS April 2024 Financial Report – CFO Adam Conley	SHS CFO Adam Conley reviewed the April Financials. EBIDA For April is \$152K; Year to Date EBIDA is \$541K. Expenses are below budget. Days Cash on Hand with all reserves is 81 days for April. Mr. Conley stated days unbilled is going down but still higher than normal due to continued challenges with Change Healthcare. SHS is normally are around 4 days, we are now at 6-7 days. The 13-week cash projection, still difficult to project with certainty. Review of capital infrastructure funds.		
Financial Report – Robert Dobry, Scty/Treasurer	Sales Tax Income received in May is \$185,261.22, year to date tax revenue is 109% of prior year.		
Discussion on Website with new Legislation	Mr. Dobry submitted 2 grant applications. One with SIPA for \$4,920 for website design and hosting. Mr. Dobry received a grant from Colorado statewide internet authority. This is for 2 software licenses through Common		

	Look that provides support to assist governmental entities to meet the requirements set.		
Possible DOLA Grant Funding	Mr. Theine advised that he has been in discussion with Patrick Rondinelli, Regional Director for DOLA regarding expenses related to engineering study for fuel storage. The Mazzetti Engineering quote to provide study is approximately \$18k, which Mr. Rondinelli recommended a letter to request funding.	It was moved and seconded to authorize MCHD Chair to sign administrative grant letter with DOLA in coordination with Mr. Theine. MOTION: Robert Dobry SECOND: Gala Pock Motion carried. Mr. Theine and Ms. Jabour will prepare letter.	
Owner’s Representative Report – Peter Rehn, CAPM	Owner’s Representative Peter Rehn advised that the roofing work is almost finished. The remaining work is the metal for the perimeter as well as change order adding the Walking system in areas of high traffic on roof. CentiMark team is working over 60 hours per week; 6 days per week. Change orders are being prepared; they have been approved by the Capital Infrastructure Committee as delegated.		
Cap Infrastructure Committee Meeting Update – Mr. Flaherty Infrastructure Upgrade Priority List – Brandon Johnson Rodent Control in PUD Lots – Bob Ower	MCHD Director Sean Flaherty advised that discussion continues on Microgrid. Mazzetti is in the estimating and pre planning phase. Change orders processing as described by Mr. Rehn above. Mr. Johnson reported that the Committee has reviewed completed items, added and reprioritized the items on the list of Facility Upgrades. The Committee recommends Board approval (handout provided). Bob Ower reported that he had received requests from neighbors to PUD lot to provide rodent control and weed control. Discussion on PUD lots and education on usage limitations.	It was moved and seconded to add the proposed projects to infrastructure and prioritize as recommended by Capital Infrastructure Committee. MOTION: Robert Dobry SECOND: Bob Ower Motion carried. It was moved and seconded to approve expenditure for rodent control and mowing weed spraying on PUD lots up to \$2k, delegated to Mr. Ower to contract and coordinate for MCHD MOTION: Robert Dobry SECOND: Bob Ower Motion carried.	Mr. Ower

Foundation Report – Gala Pock	Nothing new to report.	Ms. Jabour will forward the instructions to have a portion of spending at City Market send to SWMH Foundation to MCHD Board.	Ms. Jabour
Attorney Report	Further discussion regarding PUD Lots. No changes requested or proposed at this time beyond the rodent and weed control noted above.		
Executive Session	There was no board action to adjourn to executive session.		
Adjournment	Next meeting to take place July 10, 2024.	The Board adjourned the meeting at 7:20 pm. MOTION: Brandon Johnson SECOND: Sean Flaherty Motion carried.	

Bridgett Jabour, MCHD Secretary

Robert Dobry, Secretary/Treasurer

CONSENT
AGENDA
PAYMENT OF BILLS

JULY 2024 Bills

Vendor	Description	Amount
The Hartford Fire Ins Company	Ratify - already paid	\$ 279.00
Centra AZ Project Management	2024-188	\$ 18,500.00
		<hr/>
		\$ 18,779.00



THE HARTFORD

Billing Company:
Hartford Fire Insurance Company

Bill Date: 06/10/24

Pay The Minimum By The Due Date

Bill Account Number	14444573
Due Date	07/01/24
Minimum Due	\$279.00
Balance	\$279.00

Need Help?

Visit business.thehartford.com to pay bills, view policy documents, get certificates, and more.

Need Help? Chat online or call us at 1-866-467-8730. We're here Monday - Friday.

Your Upcoming Bill Installments

Due Date	Minimum Due
07/01/24	\$279.00

Named Insured: MONTEZUMA COUNTY HOSPITAL DISTRICT
Agent: HOME LOAN & INVESTMENT CO

For policy changes please contact your agent.

Important Messages:

- If you didn't intend to buy or renew this policy, let us know as soon as possible.
- Please make sure to pay the minimum due by the due date on your invoice. Otherwise, you'll be charged a \$35.00 late fee.

Billing Details For Your Policies

Policy Number	Policy Type	Policy Period	Policy Status	Bill Plan	Balance	Minimum Due
34BDDHG3150	Fidelity	07/01/23-07/01/24	Active	Full Pay	\$0.00	\$0.00
34BDDHG3150	Fidelity	07/01/24-07/01/25	Down Payment Billing		\$279.00	\$279.00
TOTALS:					\$279.00	\$279.00

Pay your bill online at business.thehartford.com. Make a one-time payment, or sign up for Autopay and never worry about missing a payment.

Please detach here and insert with your payment. Write the account number on the check and make payable to The Hartford.

Account Number: 14444573

Amount Enclosed: _____

Payment Due Date	07/01/24
Minimum Due	\$279.00
Balance	\$279.00

Mall Payments To:

The Hartford
P O Box 660916
Dallas, TX 75266-0916

MB 01 006020 03646 H 24 A

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



3414444573173405250000002790000000027900810003

006020 1/1

Transactions And Other Charges Since Your Last Bill

Transaction Date	Transaction Detail	Policy Number	Policy Type	Payments and Activity	Billing Fees
07/03/23	Payment Received			-\$279.00	
04/04/24	Renewal	34BDDHG3150	Fidelity	\$279.00	

Payments and Activity amount may include premium and surcharges/fees. Please see the Transaction Detail column for complete breakdown.

Ways To Pay Your Bill

- **Pay online** at business.thehartford.com. Some policies may not be available in our automated system.
- **Set up AutoPay** to make automatic payments from your bank account. Never worry about missing a payment. Enroll at business.thehartford.com.
- **Pay by phone** with a one-time payment from your bank account. Call our automated system at 1-866-467-8730. Some policies may not be available in our automated system.
- **Pay by mail** with the enclosed envelope. Include only your bill stub and payment. Allow at least 10 days for delivery. If you have other correspondence to send, do not send it with your payment. Mail it separately to: The Hartford, 301 Woods Park Drive, Clinton, NY 13323.
- **To mail Overnight/Express** payments, send payments only to: Deluxe - The Hartford Box #916, 3000 Kellway Drive Suite 120, Carrollton, TX 75006.

Payment Rules And Bill Definitions

Payment Application: We will apply payments received in the following order:

- Past due and audit premium on expired or cancelled policies
- Past due premium on active policies
- Past due fees, then
- Current account changes

Alternate payment instructions with your check will not be honored. When you provide a check as payment, you authorize us to either use the information from your check to make a one-time electronic transfer from your bank account or process your payment as a check transaction.

Installment Fee: We charge this fee with each installment, except where prohibited by law.

Late Fee: You will be charged \$35.00 when the minimum amount due isn't paid by the due date.

New Fees: The total of all fees assessed on the current bill.

NSF Fee: You will be charged \$30.00 if your payment fails because of insufficient funds.

Policy Credits: Some things, like audit results or endorsement changes, might put a credit back on your account. If your account has a balance, instead of issuing a refund, we use those credits toward your future payments. If your account has an overall credit balance, the refund will be issued to you using the same method you used to make your last payment (Electronic Funds Transfer, credit card or check).

State/Local Surcharges or Fees: Some states or municipalities require us to collect an extra amount on top of your premium.

VECTRA BANK COLORADO
23-315/1020

2991
FRAUDARMOR

MONTEZUMA COUNTY HOSPITAL DISTRICT

P.O. BOX 1034
CORTEZ, CO 81321-1034

Check Number 2991

DATE
Jun 20, 2024

Memo: Acct# 14444573

AMOUNT

\$ 279.00

Two Hundred Seventy-Nine and 00/100 Dollars

PAY
TO THE
ORDER
OF:

HARTFORD FIRE INSURANCE COMPANY
PO BOX 660916
DALLAS, TX 75266-0916

[Handwritten Signature]

AUTHORIZED SIGNATURE

⑈002991⑈ ⑆102003154⑆4870907189⑈

MONTEZUMA COUNTY HOSPITAL DISTRICT

2991

Insurance

279.00

6/20/24

2991

HARTFORD FIRE INSURANCE COMPANY

\$279.00

Security Features Included Details on Back

INVOICE

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

DATE: June 28, 2024
INVOICE # 2024-188
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 June Senior PM/Architect 100 Hours @ 185.00/hr</p>	18,500.00
TOTAL	18,500.00

THANK YOU FOR YOUR BUSINESS!



Time Sheet & Expense Summary

Project: MCHD - Southwest Memorial Hospital Re-Roof

Date: 6/28/2024

Duration	Hours	Position	Task		
		PM	Project Management - Punch List Process		
Week of June 3	60.00				
Week of June 10	40.00				
Week of June 17	0.00				
Week of June 24	0.00				
Total Hours for June	100.00				
Reimbursable Expenses	Direct Cost				
Expenses Total	0.00				

SHS Report



Mission Statement

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BI-WEEKLY UPDATE

SHS INSIGHTS

SMG SPECIALTY CARE

From the receptionist at the front of the hospital to Dr. Bagley, all the SW Memorial staff were helpful, clear & friendly. Thank you.

Dr. Jones was thorough, listened, and attentive, his demeanor was excellent, and he suggested a treatment plan, and pinpointed the exact location of the problem. Not only all these but he followed up to see how my wrist was doing. With his treatment, my wrist is like night and day. I had been in so much pain. The next day it was feeling so very much better. I will highly recommend him to any and all. Thank you, Dr. Jones.

I found the care extremely caring and competent, friendly. It was really a scary experience and I came away thinking it was wonderful and I appreciate it very much.

SMG WALK-IN CARE

I really appreciate the care that I've received at this facility. I have been there two or three times myself, and everything is always so professional, I get things done and taken care of, and it's really nice to have a facility like this. Thank you.

I took my son to Urgent Care and was pleasantly surprised that we could get in right away. Dr. Stanwix was just super, answered all our questions, and was very professional, personable competent...I appreciated the experience. Thank you.

The service from the reception to the MA, to the provider was great. It was all efficient, and very professional. I felt that I was heard. My concerns were answered and met. And the follow-up in a couple of days was amazing as well. So thank you.

EMERGENCY DEPARTMENT

Both the nurse and the doctor were very great and the lady who checked us in was wonderful. Thank you guys.

We were seen in and out of there like in an hour and we got great care. We really appreciate it. The doctor was great. The nurses were great. Everybody was good. Thank you very much.

From the ER check-in to the complete staff at the ER! I was totally panicked and they were on top of everything! Being raised in a medical family I felt relieved to know how well our ER reacts to situations! So proud of everyone on duty that early morning! Congratulations! Job well done!

SOUTHWEST MEMORIAL HOSPITAL

Kathy has been kind and very patient helping me get my scheduling correct and changed at times. I have a head injury resulting in short-term memory issues at times. She keeps me reminded after all of my appointments. She is kind and friendly and gives a welcome smile when I arrive. Thank you for having such a caring lady at the front desk.

Jamie has been one of my main nurses since the beginning of allergy shots last fall. She is so considerate and has taken the time to get to know me. I am always cold, and she has a cover for me and orders a cup of hot coffee to warm me up. She always makes me feel cared for, like I'm at home. I love to share with the community how blessed we are to have such amazing nurses in Infusion.

Dan has definitely gone above and beyond to assist me in the strengthening of my upper body and legs. He was always prepared to seek assistance from fellow employees when needed, specifically during transferring from the chair to a bed. Dan also figured out ways to accommodate exercises that I could do while lying down or while in my wheelchair. He consulted with Wendy and Brenton to keep them informed of progress and questioned if certain exercises would be proper or detrimental to my injuries. Dan is very professional.

CEO Report

June 2024



Area	Update														
Physician Provider Recruiting	<table border="0"> <tr> <td style="padding-right: 20px;">Total Candidates</td> <td style="text-align: center;">84</td> </tr> <tr> <td style="padding-right: 20px;">Active</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="padding-right: 20px;">Interviews Scheduled</td> <td style="text-align: center;">21</td> </tr> <tr> <td style="padding-right: 20px;">Interviews Completed</td> <td style="text-align: center;">21</td> </tr> <tr> <td style="padding-right: 20px;">Offer Made</td> <td style="text-align: center;">16</td> </tr> <tr> <td style="padding-right: 20px;">Offer Accepted</td> <td style="text-align: center;">15</td> </tr> <tr> <td style="padding-right: 20px;">Offer Not Accepted</td> <td style="text-align: center;">1</td> </tr> </table> <p><i>Updated 6/21/2024</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"> • None <p>Offers Accepted Since Last Meeting:</p> <ul style="list-style-type: none"> • Walk In Clinic APP • General Surgeon 	Total Candidates	84	Active	6	Interviews Scheduled	21	Interviews Completed	21	Offer Made	16	Offer Accepted	15	Offer Not Accepted	1
	Total Candidates	84													
	Active	6													
	Interviews Scheduled	21													
	Interviews Completed	21													
	Offer Made	16													
	Offer Accepted	15													
	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. • RN vacancies remain lower, 12 current openings. Highest was 24. • Commencing Internal Capital Committee (FF&E) 														
CEO Community Engagement	<ul style="list-style-type: none"> • Town of Mancos Trustees • Spencer Smith, AFC Urgent Care • Montezuma Leadership Network, Leading Through Conflict 														
Other Meetings	<ul style="list-style-type: none"> • George Augustini, Mazetti • Patrick Rondinelli, Colorado Department of Local Affairs • Colorado Center for Nursing Excellence • HCA Healthcare, Sean Young • Board Dinner Meeting • Colorado Hospital Association, CEO Forum • Peak Health Alliance • Meggin Roberts, Animas Surgical Hospital 														

CEO Report

June 2024



Area	Update
Other Notable Items	<ul style="list-style-type: none">• Attended Department Meetings<ul style="list-style-type: none">○ OR Committee Meeting



Patient Volumes and Utilization Statistics

Southwest Health System Consolidated

Through the Period Ending May-24

High Low

	Fiscal-Year-to-Date					Six-Month Trend						Current Month					
	Current	Budget	# Var	% Var	Prior	% Var	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Budget	# Var	% Var	Prior Year	% Var
Admissions, Total	333	445	(112)	(25.2%)	416	(20.0%)	64	69	54	69	87	54	87	(33)	(37.9%)	76	(28.9%)
Acute	303	414	(111)	(26.8%)	391	(22.5%)	56	63	49	64	79	48	80	(32)	(40.0%)	70	(31.4%)
SNF	30	31	(1)	(3.2%)	25	20.0%	8	6	5	5	8	6	7	(1)	(14.3%)	6	0.0%
Patient Days, Total	1,656	1,741	(85)	(4.9%)	1,598	3.6%	360	373	351	288	414	230	357	(127)	(35.6%)	340	(32.4%)
Acute	1,205	1,467	(262)	(17.9%)	1,351	(10.8%)	248	290	240	236	297	142	290	(148)	(51.0%)	278	(48.9%)
SNF	451	274	177	64.6%	247	82.6%	112	83	111	52	117	88	67	21	31.3%	62	41.9%
ALOS, Total	4.97	3.91	(1.06)	(27.1%)	3.84	(29.5%)	6	5	7	4	5	4	4.10	(0.16)	(3.8%)	4.47	4.8%
Acute	3.98	3.54	(0.43)	(12.2%)	3.46	(15.1%)	4.43	4.60	5	4	4	3	3.63	0.67	18.4%	3.97	25.5%
SNF	15.03	8.84	(6.19)	(70.1%)	9.88	(52.2%)	14.00	13.83	22	10	15	15	9.57	(5.10)	(53.2%)	10.33	(41.9%)
Adj Admissions	2,278	2,980	(702)	(23.6%)	2,804	(18.8%)	421	416	343	467	538	559	597	(38)	(6.3%)	506	10.6%
Adj Patient Days	11,326	11,657	(331)	(2.8%)	10,773	5.1%	2,368	2,250	2,231	1,949	2,561	2,382	2,449	(67)	(2.7%)	2,263	5.3%
Case Mix Index, Total	1.2554	1.2576	(0.0022)	(0.2%)	1.1927	5.3%	1.2499	1.2420	1	1	1	1	1.2576	(0.0396)	(3.1%)	1.2595	(3.3%)
Case Mix Index, Medicare	1.3178	1.2017	0.1161	9.7%	1.1739	12.3%	1.4719	1.3029	1.5277	1	2	1.1395	1.2017	(0.0622)	(5.2%)	1.1770	(3.2%)
Surgeries, Total	303	414	(111)	(26.8%)	416	(27.2%)	66	58	55	59	69	62	81	(19)	(23.5%)	82	(24.4%)
Inpatient	74	104	(30)	(28.8%)	100	(26.0%)	12	16	13	10	22	13	20	(7)	(35.0%)	21	(38.1%)
Outpatient	229	310	(81)	(26.1%)	316	(27.5%)	54	42	42	49	47	49	61	(12)	(19.7%)	61	(19.7%)
Total GI Procedures	390	429	(39)	(9.1%)	446	(12.6%)	84	74	100	58	109	49	93	(44)	(47.3%)	88	(44.3%)
Births	46	48	(2)	(4.2%)	63	(27.0%)	9	6	3	11	13	13	10	3	30.0%	7	85.7%
Emergency Visits	5,571	5,608	(37)	(0.7%)	5,485	1.6%	1,088	1,096	1,049	1,102	1,111	1,213	1,256	(43)	(3.4%)	1,190	1.9%
ER Conversion Rate	5.2%	6.0%	--	(0.7%)	6.3%	(1.1%)	4.6%	5.7%	5.3%	5.2%	5.6%	4.3%	6.0%	--	(1.7%)	5.1%	(0.8%)
Observation Days	194	248	(54)	(21.8%)	248	(21.8%)	40	37	37	30	38	52	52	0	0.0%	34	52.9%
Outpatient Diagnostic Visits	17,742	17,868	(126)	(0.7%)	17,911	(0.9%)	3,232	3,636	3,553	3,235	3,750	3,568	3,418	150	4.4%	3,722	(4.1%)
Provider Based or Specialty Clinic Visits	3,702	4,352	(650)	(14.9%)	5,902	(37.3%)	846	879	728	596	864	635	832	(197)	(23.7%)	1,094	(42.0%)
Rural Health Clinic Visits	18,171	19,399	(1,228)	(6.3%)	17,660	2.9%	3,396	3,797	3,667	3,228	3,746	3,733	3,713	20	0.5%	3,959	(5.7%)
MRI Procedures	659	638	21	3.3%	611	7.9%	111	133	130	131	130	135	140	(5)	(3.6%)	136	(0.7%)
Inpatient	17	5	12	240.0%	23	(26.1%)	2	4	3	3	4	3	1	2	200.0%	7	(57.1%)
Outpatient	642	633	9	1.4%	588	9.2%	109	129	127	128	126	132	139	(7)	(5.0%)	129	2.3%
Wound Care Procedures	608	492	116	23.6%	473	28.5%	122	146	134	63	122	143	144	(1)	(0.7%)	132	8.3%
Pain Management Cases	102	110	(8)	(7.3%)	118	(13.6%)	16	24	18	21	22	17	31	(14)	(45.2%)	33	(48.5%)
Sleep Studies	267	213	54	25.4%	240	11.3%	29	49	58	57	49	54	58	(4)	(6.9%)	52	3.8%
CT Procedures	2,549	2,675	(126)	(4.7%)	2,505	1.8%	440	496	480	490	532	551	576	(25)	(4.3%)	539	2.2%
Total Imaging Procedures	11,417	11,388	29	0.3%	10,994	3.8%	2,070	2,257	2,107	2,222	2,441	2,390	2,314	76	3.3%	2,234	7.0%



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

	Fiscal-Year-to-Date						Six-Month Trend						Current Month				
	Actual	Budget	\$ Var	% Var	Prior	% Var	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Budget	\$ Var	% Var	Prior Year	% Var
Inpatient Revenue	\$9,443	\$9,868	(\$425)	(4.3%)	\$9,327	1.2%	\$1,780	\$2,216	\$1,963	\$1,774	\$2,256	\$1,234	\$1,960	(\$726)	(37.1%)	\$1,978	(37.6%)
Outpatient Revenue	55,141	56,209	(1,068)	(1.9%)	53,553	3.0%	9,925	11,149	10,515	10,232	11,702	11,544	11,490	54	0.5%	11,186	3.2%
Gross Patient Revenue	64,584	66,077	(1,493)	(0)	62,880	0	11,705	13,365	12,478	12,006	13,958	12,778	13,450	(672)	(5.0%)	13,164	(2.9%)
Revenue Deductions																	
Medicare	9,859	10,736	877	8.2%	10,244	3.8%	1,450	1,942	1,561	2,164	2,236	1,956	2,197	241	11.0%	2,016	3.0%
Medicaid	12,044	13,519	1,475	10.9%	13,813	12.8%	2,035	2,871	2,077	2,027	2,613	2,457	2,768	311	11.2%	2,875	14.5%
Prior Year Cost Report Adj-MCARE	(151)	0	151	0.0%	0	0.0%	0	0	0	0	(151)	0	0	0	0.0%	0	0.0%
Prior Year Cost Report Adj-MCAID	(9)	0	9	0.0%	54	116.7%	0	0	0	0	(9)	0	0	0	0.0%	0	0.0%
UPL	(4,745)	(5,011)	(266)	(5.3%)	(4,908)	(3.3%)	(949)	(949)	(951)	(949)	(949)	(949)	(1,002)	(53)	(5.3%)	(1,436)	(33.9%)
Managed Medicare	7,737	7,122	(615)	(8.6%)	7,867	1.7%	1,045	1,605	1,363	1,449	1,930	1,390	1,457	67	4.6%	3,188	56.4%
Managed Care (HMO/PPO) Discounts	4,269	3,532	(737)	(20.9%)	2,160	(97.6%)	783	839	768	911	980	770	714	(56)	(7.8%)	(914)	(184.2%)
Charity & Indigent care	1,923	1,473	(450)	(30.5%)	1,298	(48.2%)	404	366	442	278	387	450	299	(151)	(50.5%)	240	(87.5%)
Other Discounts	2,116	2,256	140	6.2%	2,138	1.0%	341	423	551	291	362	489	460	(29)	(6.3%)	690	29.1%
Self Pay Discounts	0	313	313	100.0%	0	0.0%	0	0	0	0	0	0	64	64	100.0%	0	0.0%
Implicit Price Concessions	2,248	1,691	(557)	(32.9%)	1,236	(81.9%)	281	193	529	391	559	576	347	(229)	(66.0%)	151	(281.5%)
Total Deductions	35,291	35,631	340	1.0%	33,902	(4.1%)	5,390	7,290	6,340	6,562	7,958	7,139	7,304	165	2.3%	6,810	(4.8%)
Net Patient Revenue	29,293	30,446	(1,153)	(3.8%)	28,978	1.1%	6,315	6,075	6,138	5,444	6,000	5,639	6,146	(507)	(8.2%)	6,354	(11.3%)
Other Revenue	3,083	2,677	406	15.2%	2,161	42.7%	565	407	458	444	949	824	530	294	55.3%	530	55.3%
Net Operating Revenue	32,376	33,123	(747)	(2.3%)	31,139	4.0%	6,880	6,482	6,596	5,888	6,949	6,463	6,676	(213)	(3.2%)	6,884	(6.2%)
Operating Expenses																	
Salaries	16,015	16,674	659	4.0%	16,064	0.3%	2,863	3,084	3,391	2,997	3,337	3,206	3,244	38	1.2%	3,063	(4.7%)
Employee Benefits	2,784	2,832	48	1.7%	3,059	9.0%	921	536	585	533	637	495	566	71	12.6%	382	(29.4%)
Professional Fees	703	673	(30)	(4.4%)	724	3.0%	148	151	100	157	129	166	134	(32)	(24.2%)	157	(6.0%)
Medical Supplies	1,738	1,730	(8)	(0.4%)	1,507	(15.3%)	390	356	288	268	350	476	343	(133)	(38.9%)	330	(44.5%)
Pharmaceutical Supplies	3,568	3,412	(156)	(4.6%)	3,110	(14.7%)	676	775	566	755	798	674	679	5	0.8%	768	12.3%
Other Supplies	415	553	138	25.0%	488	15.0%	79	87	82	73	81	92	111	19	17.0%	101	8.8%
Purchased Services	1,492	1,698	206	12.1%	1,633	8.6%	656	262	310	280	308	333	348	15	4.5%	316	(5.2%)
Lease and Rent	149	138	(11)	(8.3%)	150	0.9%	12	25	49	31	24	22	28	6	22.3%	29	25.1%
Insurance	397	445	48	10.8%	397	0.1%	86	84	81	78	77	76	88	12	13.5%	82	6.7%
Utilities	385	519	134	25.7%	490	21.3%	100	78	31	109	47	120	103	(17)	(16.6%)	115	(5.0%)
Depreciation & Amortization	1,508	1,524	16	1.0%	1,837	17.9%	332	315	302	317	283	292	297	5	1.6%	373	21.8%
Interest	580	528	(52)	(9.9%)	569	(2.0%)	123	121	113	131	106	109	102	(7)	(7.3%)	118	7.4%
Other	3,122	3,109	(13)	(0.4%)	3,111	(0.4%)	830	678	635	584	617	608	629	21	3.2%	535	(13.7%)
Total Operating Expenses	32,856	33,835	979	2.9%	33,139	0.9%	7,216	6,552	6,533	6,313	6,794	6,669	6,672	3	0.0%	6,369	(4.7%)
Operating Margin	(480)	(712)	232	(32.6%)	(\$2,000)	76.0%	(336)	(70)	63	(425)	155	(206)	\$4	(210)	(4,646.7%)	\$515	(140.4%)
Non-Operating Revenue (Exp)																	
Investment Income	113	188	(75)	(39.9%)	63	79.4%	29	75	(63)	40	(10)	70	38	32	84.2%	(62)	212.9%
Other	888	781	107	13.7%	782	13.6%	235	238	155	304	7	182	159	23	14.5%	170	7.1%
Total Non-Operating Revenue (Exp)	1,001	969	32	3.3%	845	18.5%	264	313	92	344	(3)	252	197	55	27.9%	108	133.3%
Net Margin	\$521	\$257	\$264	102.7%	(\$1,155)	145.1%	(72)	\$243	\$155	(\$81)	\$152	\$46	\$201	(\$155)	(77.1%)	\$623	(92.9%)
EBIDA	\$2,609	\$2,309	\$300	13.0%	\$1,251	108.6%	\$383	\$679	\$570	\$367	\$541	\$447	\$600	(\$153)	(25.5%)	\$1,114	(59.9%)
Total Profit Margin	1.6%	0.8%			(3.7%)		(1.0%)	3.7%	2.3%	(1.4%)	2.2%	0.7%	3.0%			9.0%	
EBIDA Margin	8.1%	7.0%			4.0%		5.6%	10.5%	8.6%	6.2%	7.8%	6.9%	9.0%			16.2%	



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

Current Month						
Actual	Budget	Variance *		Prior Year	Variance *	
		\$	%		\$	%
\$1,234	\$1,960	(\$726)	(37.1%)	\$1,978	(\$744)	(37.6%)
11,544	11,490	54	0.5%	11,186	358	3.2%
12,778	13,450	(672)	(5.0%)	13,164	(386)	(2.9%)
1,956	2,197	241	10.9%	2,016	60	2.9%
2,457	2,768	311	11.3%	2,875	418	14.6%
0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
(949)	(1,002)	(53)	(5.3%)	(1,436)	(487)	(33.9%)
1,390	1,457	67	4.6%	3,188	1,798	56.4%
770	714	(56)	(7.9%)	(914)	(1,684)	(184.3%)
450	299	(151)	(50.2%)	240	(210)	(87.1%)
489	460	(29)	(6.2%)	690	201	29.1%
0	64	64	100.0%	0	0	0.0%
576	347	(229)	(66.1%)	151	(425)	(281.7%)
7,139	7,304	165	2.3%	6,810	(329)	(4.8%)
5,639	6,146	(507)	(8.3%)	6,354	(715)	(11.3%)
824	530	294	55.3%	530	294	55.3%
6,463	6,676	(213)	(3.2%)	6,884	(421)	(6.2%)
3,206	3,244	38	1.2%	3,063	(143)	(4.7%)
495	566	71	12.6%	382	(113)	(29.4%)
166	134	(32)	(24.2%)	157	(9)	(6.0%)
476	343	(133)	(38.9%)	330	(146)	(44.5%)
674	679	5	0.8%	768	94	12.3%
92	111	19	17.0%	101	9	8.8%
333	348	15	4.5%	316	(17)	(5.2%)
22	28	6	22.3%	29	7	25.1%
76	88	12	13.5%	82	6	6.7%
120	103	(17)	(16.6%)	115	(5)	(5.0%)
0	0	0	0.0%	0	0	0.0%
292	297	5	1.6%	373	81	21.8%
109	102	(7)	(7.3%)	118	9	7.4%
608	629	21	3.2%	535	(73)	(13.7%)
6,669	6,672	3	0.0%	6,369	(300)	(4.7%)
(206)	4	(210)	(4,646.7%)	515	(721)	(140.4%)
70	38	32	84.2%	(62)	132	212.9%
0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
0	0	0	0.0%	0	0	0.0%
182	159	23	14.5%	170	12	7.1%
252	197	55	27.9%	108	144	133.3%
\$46	\$201	(\$155)	(77.1%)	\$623	(\$577)	(92.6%)
\$447	\$600	(\$153)	(25.5%)	\$1,114	(\$667)	(59.9%)
(164)						
(77)						
(170)						
0						
(128)						
(91)						

Fiscal-Year-to-Date							
Actual	Budget	Variance *		Prior Year	Variance *		
		\$	%		\$	%	
\$9,443	\$9,868	(\$425)	(4.3%)	\$9,327	\$116	1.2%	
55,141	56,209	(1,068)	(1.9%)	53,553	1,588	3.0%	
64,584	66,077	(1,493)	(2.3%)	62,880	1,704	2.7%	
REVENUE DEDUCTIONS							
Medicare Contractual	9,859	10,736	877	9.6%	10,244	385	5.2%
Medicaid Contractual	12,044	13,519	1,475	11.0%	13,813	1,769	13.2%
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%
Disproportionate Share	0	0	0	0.0%	0	0	0.0%
UPL	(4,745)	(5,011)	(266)	(5.3%)	(4,908)	(163)	(3.3%)
Managed Medicare	7,737	7,122	(615)	(8.6%)	7,867	130	1.7%
Managed Care (HMO/PPO) Discounts	4,269	3,532	(737)	(20.9%)	2,160	(2,109)	(97.6%)
Charity & Indigent Discounts	1,923	1,473	(450)	(30.5%)	1,298	(625)	(48.1%)
Other Discounts	2,116	2,256	140	6.2%	2,138	22	1.0%
Self Pay Discounts	0	313	313	100.0%	0	0	0.0%
Implicit Price Concessions	2,248	1,691	(557)	(33.0%)	1,236	(1,012)	(81.9%)
TOTAL REVENUE DEDUCTIONS	35,291	35,631	340	1.0%	33,902	(1,389)	(4.1%)
TOTAL NET PATIENT REVENUE	29,293	30,446	(1,153)	(3.8%)	28,978	315	1.1%
Other Revenue	3,083	2,677	406	15.2%	2,161	922	42.7%
TOTAL NET REVENUE	32,376	33,123	(747)	(2.3%)	31,139	1,237	4.0%
OPERATING EXPENSE							
Salary and Wages	16,015	16,674	659	4.0%	16,064	49	0.3%
Employee Benefits	2,784	2,832	48	1.7%	3,059	275	9.0%
Professional Fees	703	673	(30)	(4.4%)	724	21	3.0%
Medical Supplies	1,738	1,730	(8)	(0.4%)	1,507	(231)	(15.3%)
Pharmaceutical Supplies	3,568	3,412	(156)	(4.6%)	3,110	(458)	(14.7%)
Other Supplies	415	553	138	25.0%	488	73	15.0%
Purchased Services	1,492	1,698	206	12.1%	1,633	141	8.6%
Lease and Rent	149	138	(11)	(8.3%)	150	1	0.9%
Insurance	397	445	48	10.8%	397	0	0.1%
Utilities	385	519	134	25.7%	490	105	21.3%
Bad Debt	0	0	0	0.0%	0	0	0.0%
Depreciation & Amortization	1,508	1,524	16	1.0%	1,837	329	17.9%
Interest	580	528	(52)	(9.9%)	569	(11)	(2.0%)
Other Total Operating Expenses	3,122	3,109	(13)	(0.4%)	3,111	(11)	(0.4%)
TOTAL OPERATING EXPENSES	32,856	33,835	979	2.9%	33,139	283	0.9%
OPERATING MARGIN	(480)	(712)	232	32.6%	(2,000)	1,520	76.0%
NON-OPERATING REVENUE (EXP)							
Investment Income	113	188	(75)	(39.9%)	63	50	79.4%
Impairment of Long-Lived Assets	0	0	0	0.0%	0	0	0.0%
Gain/(Loss) on Facility Sale	0	0	0	0.0%	0	0	0.0%
Corporate Allocation	0	0	0	0.0%	0	0	0.0%
Refinancing Costs	0	0	0	0.0%	0	0	0.0%
Contribution Received for Acquisition	0	0	0	0.0%	0	0	0.0%
Other Total Non-Operating Expenses (EXP)	888	781	107	13.7%	782	106	13.6%
TOTAL NON-OPERATING REVENUE (EXP)	1,001	969	32	3.3%	845	156	18.5%
NET MARGIN	\$521	\$257	\$264	102.7%	(\$1,155)	\$1,676	145.1%
EBIDA	\$2,609	\$2,309	\$300	13.0%	\$1,251	\$1,358	108.6%
Bond Debt Payment	(818)						
Line of Credit Payments	(386)						
Reserve for Capital Improvement	(822)						
Capital Purchases	(20)						
Medicare Overpayment - Repayment	(639)						
Grand Total	(76)						



Balance Sheet
Southwest Health System Consolidated

	May-24	Apr-24	Variance*		May-23	Variance		Dec-23	Variance*	
	Current Month	Previous Month	\$	%	Last Year	\$	%	Last Year End	\$	%
ASSETS										
Current Assets										
Cash and Cash Equivalents	\$5,952	\$5,709	\$243	4.3%	\$10,797	(\$4,845)	(44.9%)	\$3,612	\$2,340	64.8%
Short-Term Investments	8,273	8,226	47	0.6%	3,491	4,782	137.0%	10,539	(2,266)	(21.5%)
Assets Whose Use is Limited, and Required for Current Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Patient Accounts Receivable, Net	6,629	7,556	(927)	(12.3%)	6,045	584	9.7%	6,199	430	6.9%
Inventories	1,293	1,344	(51)	(3.8%)	1,432	(139)	(9.8%)	1,437	(144)	(10.0%)
Other Current Assets	1,588	1,621	(33)	(2.1%)	1,484	104	7.0%	1,489	99	6.6%
Total Current Assets	23,735	24,456	(721)	(3.0%)	23,249	486	2.1%	23,276	459	2.0%
Assets Whose Use is Limited or Donor-Restricted Net of Amount Required for Current Liabilities	4,446	4,259	187	4.4%	2,843	1,603	56.4%	3,996	450	11.3%
Property, Plant, and Equipment, Net	30,699	30,723	(24)	(0.1%)	33,812	(3,113)	(9.2%)	31,890	(1,191)	(3.7%)
Noncurrent Investments (Unrestricted)	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Assets	201	201	0	0.0%	160	41	24.4%	192	9	4.7%
Total Assets	\$59,081	\$59,639	(\$558)	(0.9%)	\$60,064	(\$983)	(1.6%)	\$59,354	(\$273)	(0.5%)
LIABILITIES AND FUND BALANCES										
Current Liabilities										
Accounts Payable	\$3,507	\$3,366	\$141	4.2%	\$4,288	(\$781)	(18.2%)	\$3,956	(\$449)	(11.3%)
Accrued Expense Payable	3,509	3,866	(357)	(9.2%)	3,711	(202)	(5.4%)	2,839	670	23.6%
Estimated Third Party Payor Settlements	3,174	3,347	(173)	(5.2%)	4,637	(1,463)	(31.5%)	4,281	(1,107)	(25.9%)
Other Current Liabilities	3,795	3,707	88	2.4%	2,558	1,237	48.4%	2,934	861	29.3%
Current Portion of Long-Term Debt	1,321	1,454	(133)	(9.2%)	2,579	(1,258)	(48.8%)	2,353	(1,032)	(43.9%)
Short Term Lease Obligations	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Current Liabilities	15,306	15,740	(434)	(2.8%)	17,773	(2,467)	(13.9%)	16,363	(1,057)	(6.5%)
Inter-Company	0	0	\$0	0.0%	0	0	0.0%	0	0	0.0%
Long Term Lease Obligations	0	0	\$0	0.0%	0	0	0.0%	0	0	0.0%
Long-Term Debt, Net of Current Portion	25,152	25,149	3	0.0%	25,696	(544)	(2.1%)	24,771	381	1.5%
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Liabilities	40,458	40,889	(431)	(1.1%)	43,469	(3,011)	(6.9%)	41,134	(676)	(1.6%)
Fund Balances										
Unrestricted	18,804	18,750	54	0.3%	\$16,595	\$2,209	13.3%	\$18,364	\$440	2.4%
Temporarily Donor-Restricted	(181)	0	(181)	#####	0	(181)	#####	(144)	(\$37)	25.7%
Permanently Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	\$0	0.0%
Total Fund Balances	18,623	18,750	(127)	(0.7%)	16,595	2,028	12.2%	18,220	403	2.2%
Total Liabilities and Fund Balances	\$59,081	\$59,639	(\$558)	(0.9%)	\$60,064	(\$983)	(1.6%)	\$59,354	(\$273)	(0.5%)
Days Cash on Hand										
Days Cash on Hand	68	67	1	0.9%	68	(0)	(0.4%)	69	(1)	(1.4%)
Restricted for Bond Debt Reserve	6	1,342								
Restricted for Capital Infrastructure Fund	9	1,919	1							
	84									



Statement Of Cash Flows
Southwest Health System Consolidat
May-24

	<u>Current Month</u>	<u>Fiscal YTD</u>
Cash Flows From Operating Activities		
Net Margin	\$46	\$521
Adjustment for Depreciation and Amortization	292	1,508
Change in Working Capital		
Short-Term Investments	(47)	2,266
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	927	(430)
Inventories	51	144
Other Current Assets	33	(99)
Accounts Payable	141	(449)
Accrued Expense Payable	(357)	670
Estimated Third-Party Payor Settlements	(173)	(1,107)
Other Current Liabilities	88	861
Net Cash Provided (Used) by Operating Activities	<u>1,001</u>	<u>3,885</u>
Changes in Noncurrent Assets and Liabilities		
Assets Whose Use is Limited or Donor-Restricted	(187)	(450)
Noncurrent Investments (Unrestricted)	0	0
Other Assets	0	(9)
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	<u>(187)</u>	<u>(459)</u>
Capital and Related Financing Activities		
Property, Plant & Equipment	(268)	(317)
Inter-Company	0	0
Current Portion of Long-Term Debt	(133)	(1,032)
Long-Term Debt	3	381
Short Term Lease Obligations	0	0
Long Term Lease Obligations	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	(173)	(118)
Net Capital & Related Financing Activities	<u>(571)</u>	<u>(1,086)</u>
Net Increase (Decrease) in Cash	<u>243</u>	<u>2,340</u>
Cash at Beginning of Period	5,709	3,612
Cash at End of Period	<u>\$5,952</u>	<u>\$5,952</u>



Business Office Elements
Through the Period Ending May-24

Southwest Memorial Hospital

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5 days	6 days	27 days	4 days	12 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	102.2%	103.5%	101.1%	102.3%
A/R Days (Net) 3	48 days	35 days	42 days	33 days	37 days
Percent of Medicare < 60 days 4	95%	97%	100%	87%	96%
Percent of Medicaid < 90 days 5	90%	85%	88%	83%	86%
Percent of Commercial Insurance < 90 days 6	90%	62%	75%	62%	71%
Credit Balance % 7	3%	6%	6%	5%	5%
Cost to Collect per Dollar 8	\$0.05	\$0.01	\$0.03	\$0.01	\$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%	94.9%
A/R Days (Net) 3	48 days	39 days	39 days	32 days	34 days
Percent of Medicare < 60 days 4	95%	86%	93%	86%	89%
Percent of Medicaid < 90 days 5	90%	89%	93%	87%	89%
Percent of Commercial Insurance < 90 days 6	90%	79%	82%	77%	80%
Upfront Cash Collections 9	\$20	\$14	\$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
<i>Medicare</i>	\$479	\$46	\$23	\$22	\$43
<i>Aging %</i>	78%	7%	4%	4%	7%
<i>Medicaid</i>	\$249	\$48	\$9	\$8	\$30
<i>Aging %</i>	73%	14%	3%	2%	9%
<i>Managed Medicare</i>	\$244	\$33	\$15	\$7	\$123
<i>Aging %</i>	58%	8%	4%	2%	29%
<i>Commercial Insurance</i>	\$353	\$73	\$80	\$37	\$97
<i>Aging %</i>	55%	11%	13%	6%	15%
<i>Self Pay</i>	\$124	\$85	\$55	\$52	\$534
<i>Aging %</i>	15%	10%	7%	6%	63%
Total	\$1,448	\$284	\$183	\$126	\$826
Aging %	51%	10%	6%	4%	29%

Definitions:

- Days Unbilled: Discharged not billed amount on the last day of the month divided by daily gross revenue for the current month.
- Rolling 12 Mos Cash Collect % Net Revenue*: Rolling 12 mo Cash Collections / (Rolling 12 months 30 day lag Net Rev)
- AR Days Net: Net Accounts Receivable / (Last 3 months NPR Less BD / Days in Period).
- Medicare: Traditional Medicare ONLY, excludes all Managed Care Medicare payers.
- Medicaid: Includes ALL Medicaid, traditional and managed care.
- Commercial Insurance: Includes all commercially contracted payers (report Managed Medicare payers on Managed Medicare line); excluding Charity and Self-Pay.
- Credit Balance %: Credit balances on the last day of the month divided by gross A/R on the last day of the month.
- Cost to Collect per Dollar: Direct costs for the month for business office and admissions, including benefits, divided by collections for the month.
- Upfront Collections: collection of all co-pays and deductibles at time of visit 1
- 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	Qtr End 30 Actual 6/30/2023	Qtr End 30 Actual 9/30/2023	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	Month End 31 Actual 5/31/2024
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	14,244,937	14,974,148	14,151,422	14,147,907	13,645,504	13,489,967	13,935,212	14,225,665
Accounts Receivable	5,509,664	5,855,165	6,199,239	6,391,549	6,635,944	7,963,525	7,626,951	6,659,054
Unrestricted Investments	1,180,793	1,186,233	1,303,804	1,310,714	1,311,121	1,381,570	1,381,570	1,384,081
Current Liabilities	16,620,586	16,675,836	16,525,284	16,075,252	15,761,601	16,467,918	15,811,700	15,335,514
Acid Test Ratio ↑	1.26	↑ 1.32	↑ 1.31	↑ 1.36	↑ 1.37	↑ 1.39	↑ 1.45	↑ 1.45
25th Percentile	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33
37 1/2th Percentile	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49
50th percentile	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65
75th Percentile	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81
Current Ratio								
Total Current Assets	22,911,541	23,698,427	23,276,391	23,465,145	23,409,538	24,526,181	24,527,289	23,765,119
Unrestricted Investments	1,180,793	1,186,233	1,303,804	1,310,714	1,311,121	1,381,570	1,381,570	1,384,081
Current Liabilities	16,620,586	16,675,836	16,525,284	16,075,252	15,761,601	16,467,918	15,811,700	15,335,514
Current Ratio ↓	1.45	↓ 1.49	↓ 1.49	↓ 1.54	↓ 1.57	↓ 1.57	↓ 1.64	↓ 1.64
25th Percentile	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32
37 1/2th Percentile	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97
50th percentile	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63
75th Percentile	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29
Days Cash on Hand								
Total Cash and Equivalents	14,244,937	14,974,148	14,151,422	14,147,907	13,645,504	13,489,967	13,935,212	14,225,665
Daily Cash Operating Expense (Rolling 3 mos)		196,745	212,739	209,965	215,375	205,016	209,401	207,927
Daily Cash Operating Expense (Rolling 6 mos)		201,347	204,605	206,328	209,108	208,898	209,686	211,631
Daily Cash Operating Expense (Rolling 12 mos)	204,143	203,701	205,737	205,541	205,627	205,123	204,615	206,071
DCOH (Unrestricted Cash)	53	17	17	17	14	26	27	29
COH (Self-Restricted/Restricted Investments)	17	30	63	65	64	57	54	55
DCOH OLD *	70	74	69	69	66	66	68	69
DCOH CHC **	70	74	69	69	65	65	66	67
DCOH NEW ***		88	80	84	79	83	81	84
Debt Service Coverage Ratio (Rolling 12 months)								
Total Available for Debt Service	4,037,100	4,608,999	6,038,633	6,393,924	6,178,786	7,001,022	7,032,960	6,864,613
Investment Value Change	24,123	-109,336	52,969	10,587	-79,856	21,839	-67,812	45,117
MADS	3,629,172	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	1.11	2.35	2.30	2.43	2.35	2.67	2.68	2.61
Debt to Capitalization								
Long Term Debt	25,503,776	25,289,882	24,770,872	25,134,703	25,141,591	25,145,137	25,148,560	25,152,089
District Funded Per Agreement	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952	-1,796,952
Long Term Debt Adjusted	23,706,825	23,784,054	22,973,920	23,337,751	23,344,639	23,348,185	23,351,609	23,355,138
URNA	18,498,192	17,896,120	17,516,899	18,359,976	18,269,663	18,284,393	18,516,725	18,407,631
Debt to Capitalization Ratio	56.17%	57.06%	56.74%	55.97%	56.10%	56.08%	55.77%	55.92%

*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.

13 Week CASH PROJECTION	April Total	May Total	June Total	July Total	August Total
<i>Beginning Cash balance</i>	4,907,064	5,254,150	5,404,421	4,066,647	4,160,443
Cash Receipts:					
<i>Accounts Receivable</i>	6,043,828	6,211,436	5,030,075	5,702,000	5,674,000
<i>Medicare</i>	-	-	-	-	-
<i>Medicaid</i>	-	-	-	-	-
<i>Insurance</i>	-	-	-	-	-
<i>Self pay</i>	-	-	-	-	-
Total Accounts Receivable	6,043,828	6,211,436	5,030,075	5,702,000	5,674,000
	-	-	-	-	-
Other Cash Receipts:	-	-	-	-	-
<i>Interest Income</i>	-	-	-	-	-
Cost Report Settlements	-	-	-	-	-
<i>Provider Fee</i>	948,608	948,608	948,608	948,608	948,608
<i>Other Receipts</i>	-	-	-	-	-
Total Provider & Other Receipts	948,608	948,608	948,608	948,608	948,608
Total Cash Receipts	6,992,436	7,160,044	5,978,683	6,650,608	6,622,608
Cash Disbursements:					
<i>Accounts Payable</i>	2,934,942	2,608,107	3,699,260	2,873,891	2,802,131
<i>Payroll & Taxes</i>	2,383,857	3,355,108	2,491,116	2,458,000	2,472,971
<i>401K</i>	163,744	167,264	169,113	270,000	270,000
<i>Cerner Project Reserve</i>	-	-	-	-	-
<i>Lease Payments Equip Bldgs</i>	245,433	246,013	385,025	243,120	243,120
<i>CHC</i>	104,146	109,907	140,000	140,000	140,000
<i>Other - CC Fees</i>	18,483	20,482	21,918	14,000	14,000
<i>Other Payables-Provider Fee</i>	245,663	316,989	247,800	247,800	247,800
<i>Health Ins</i>	355,698	155,133	162,225	310,000	248,000
Total Cash Disbursements	6,451,967	6,979,003	7,316,458	6,556,811	6,438,021
<i>Ending Cash Balance Projected</i>	5,254,150	5,404,421	4,066,647	4,160,443	4,345,030
DCOH (Unrestricted Cash)	25.1	26.0	19.5	19.9	20.3
<i>Investments</i>	8,225,900	8,273,486	8,225,900	8,225,900	8,225,900
DCOH (Self-Restricted)	39.3	39.8	39.4	39.4	39.4
<i>Reserve Fund - 11203</i>	1,336,400	1,342,146	1,336,400	1,336,400	1,336,400
<i>Capital Reserve - 11201</i>	1,741,098	1,919,487	1,741,098	1,741,098	1,741,098
<i>Cerner Project - 11020</i>	450,000	550,000	650,000	750,000	850,000
DCOH (Restricted)	17	18	18	18	19
<i>Cash Drawers</i>	0.025	0.025	0.025	0.025	0.025
TOTAL DCOH including Reserve Fund NEW	81	84	77	78	79
<i>TOTAL DCOH New w/o Capital Reserve</i>	72.9	74.9	68.3	69.3	70.2
<i>DCOH (Unrestricted and Self-restricted) OLD</i>	65.9	65.4	59.9	60.4	61.3

Southwest Health System, Inc
 Schedule of Debt Payments
 5/31/2024

	District		Total Debt Payment	Restricted for Capital Imprvmnt	Disbursement	Interest Earned Capital Imprvmnt
	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			
	<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
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						
Jul-24						
Aug-24						
Sep-24						
Oct-24						
Nov-24						
Dec-24						
YTD	<u>815,737.99</u>	<u>825,000.00</u>	<u>818,364.60</u>	<u>2,339,826.42</u>	<u>(513,130.03)</u>	<u>92,790.61</u>
				Available for Capital Improvements		2,432,617.03
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**

CASH BALANCE AT		05/17/24		\$1,578,023.60
DEPOSITS:				
6/3/2024	Southwest Health Systems		4,630.00	
6/11/2024	Montezuma County Treasurer		55,217.90	
6/18/2024	Interest Payment		<u>3,622.28</u>	
				63,470.18
DISBURSEMENTS:				
2984	Kelly R. McCabe, PC		1,990.00	
2985	PO Box Annual Invoice		182.00	
2986	John Cutler		6,000.00	
2987	Heidi A Trainor, PC		1,650.00	
2988	Heidi A Trainor, PC		1,650.00	
2989	Central AZ Project Management		36,075.00	
2990	Mazzetti Engineering		1,317.50	
2991	Hartford Fire Insurance Co.		279.00	
6/18/2024	Vectra Bank Fee		<u>3.00</u>	
				49,146.50
CASH BALANCE AT		06/18/24		<u>1,592,347.28</u>

CASH - ENTERPRISE FUND ACCT **10115**

CASH BALANCE AT		12/29/23		1,941.94
DEPOSITS:				
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>1,939.00</u>

CASH - HOSPITAL EXPANSION ACCT **10105**

CASH BALANCE AT		05/17/24		300,640.33
DEPOSITS:				
6/10/2024	CO Dept of Revenue Sales Tax		160,217.89	
6/12/2024	State of CO Vendor Pay		2,380.92	
6/12/2024	State of CO Vendor Pay		<u>22,662.41</u>	
				185,261.22
DISBURSEMENTS:				
6/18/2024	1091 Southwest Health Systems, Inc.		178,686.12	
	Vectra Bank Fee		<u>3.00</u>	
				178,689.12
CASH BALANCE AT		06/18/24		<u>307,212.43</u>

INVESTMENT - LPL FINANCIAL **10555**

CASH & CD'S BALANCE AT		12/31/23		785,365.51
12/31/2023	Change in Asset Value from Prior Month		<u>7,895.52</u>	
				7,895.52
TOTAL LPL FINANCIAL ACCOUNT BALANCE AT		03/31/24		<u>793,261.03</u>

CASH & INVESTMENTS BALANCE 2,694,759.74

***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>(307,212.43)</u>	
NET UNRESTRICTED CASH				<u>2,387,547.31</u>

MONTEZUMA COUNTY HOSPITAL DISTRICT
Cash Receipts Journal

For the Period From Jun 1, 2024 to Jun 30, 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
6/3/24	41000 10000	RENT	Rental Income SOUTHWEST HEALTH SYSTEMS	4,630.00	4,630.00
6/10/24	40500 10105	CO Sales Tax	Hospital Expansion Tax St. of Colorado	160,217.89	160,217.89
6/11/24	40000 40000 41100 42220 42220 62000 40000 40000 40000 40000 40000 10000	Prop Tax	County Tax Revenue County Tax Revenue SPECIFIC OWNERSHIP TAX Interest Income - Other Interest Income - Other Treasurer's Fees County Tax Revenue County Tax Revenue County Tax Revenue County Tax Revenue County Tax Revenue MONTEZUMA COUNTY TREASURER	1,020.18 20,149.00 55,217.90	10,433.47 5.47 5,223.96 28.07 3.91 24.20 20,149.00 20,149.00 20,370.00
6/12/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	2,380.92	2,380.92
6/12/24	40500 10105	CO Vendor	Hospital Expansion Tax St. of Colorado	22,662.41	22,662.41
6/18/24	42200 10000	INT	NOW Account Interest VECTRA BANK	3,622.28	3,622.28
				<u>269,900.58</u>	<u>269,900.58</u>

MONTEZUMA COUNTY HOSPITAL DISTRICT
Cash Disbursements Journal

For the Period From Jun 1, 2024 to Jun 30, 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
6/18/24	1091	68500G09	Capital Outlay-Txf Sales Tax	160,217.89	
		68500G09	Capital Outlay-Txf Sales Tax	16,610.57	
		68500G09	Capital Outlay-Txf Sales Tax	1,857.66	
		10105	SOUTHWEST HEALTH SYSTEMS, INC		178,686.12
6/18/24	2985	65100 10000	Postage US POSTAL SERVICE	182.00	182.00
6/18/24	2986	61200 10000	Audit Fees JOHN CUTLER & ASSOCIATES	6,000.00	6,000.00
6/18/24	2987	61300 10000	CPA Fees HEIDI A. TRAINOR, CPA, PC	1,650.00	1,650.00
6/18/24	2988	61300 10000	CPA Fees HEIDI A. TRAINOR, CPA, PC	1,650.00	1,650.00
6/18/24	2989	68500G04 10000	Capital Outlay- Hosp Expansion Central Arizona Project Management, LLC	36,075.00	36,075.00
6/18/24	2990	68500G04 10000	Capital Outlay- Hosp Expansion MAZZETTI, INC.	1,317.50	1,317.50
6/18/24	Bank Fee	61400 10000	Other Fees VECTRA BANK	3.00	3.00
6/18/24	Bank Fee	61400 10105	Other Fees VECTRA BANK	3.00	3.00
6/20/24	2991	67000 10000	Insurance HARTFORD FIRE INSURANCE COMPANY	279.00	279.00
	Total			<u>225,845.62</u>	<u>225,845.62</u>